



**BOARD OF DIRECTORS
ACTIONS AND KEY DECISIONS OF THE MEETING**

Meeting Date and Time:	Tuesday 21 st February 2023 at 11.20am
Location:	Futureworks and via Teams
Present:	Prof. Rob Campbell, Chair
	Chris Mayo, Principal
	Alan Doyle, Member
	Gwyn Arnold, Member
	Prof. John Brooks, Member
In attendance:	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
Apologies:	Tony Tyrrell (proxy for Renee Tyrrell)

No.	ACTIONS
1	Executive Team to set KPIs in the areas of HR and people, for example staff turnover, staff development, gender, age, PT/FT balance etc (4b-1)

No.	KEY DECISIONS
1	The section on DAPs should be the first item on the Chair's and the Principal's report going forward with more detailed information on timescales and required outcomes.
2	Senior staff pay should be approved by the Nominations and Remuneration committee and that this process will be completed as soon as possible.



BOARD OF DIRECTORS COMMITTEE

**MINUTES OF THE MEETING HELD ON 21st February 2023 @ 11.20 via Teams and at FUTUREWORKS
For General Release**

Present: **Prof. Rob Campbell, Chair**
Chris Mayo, Principal
Alan Doyle, Member
Prof. John Brooks, Member
Gwyn Arnold, Member

In attendance: **Ben Norris, Clerk**
Kate Sayer, Secretary

1. WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE

The Chair welcomed the members and set out the order of the meeting. Apologies were received from Tony Tyrrell.

2. DECLARATIONS OF INTEREST

None declared.

3. COMMITTEE BUSINESS:

- a. Previous Minutes:
 - i. Minutes of 24.11.22 for accuracy – the minutes were approved in terms of content and accuracy. It was queried as to whether Key Decision 2 ‘Actions in relation to the performance against targets on the Programme Performance Reports’ would be brought back to the Board. As this was not a formal action, this was not reported back to the meeting but it was noted that it should remain a consideration. It was also reiterated that the Academic Board should be a forum for decision making as mentioned in section 4bii.
- b. Action Plan - the action plan was accepted by the committee.
- c. Matters Arising – this document was accepted by the committee.

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. REPORTS (FOR INFORMATION):

- a. Chair’s Report – the Chair had not attended any Executive Team meetings but was up to date on all current operational matters.
- b. Principal’s Report –the Principal’s report covered the areas of Strategic/Business Matters, Academic and Student Matters, Operational Matters, and the External Environment. Several key areas were discussed in more detail. It was noted that in future, the section on DAPs should be the first item on the report, with more detailed information given on timescales and required outcomes. [This section contains commercially sensitive information and has been redacted.]
Information from the Graduate Outcomes Survey, which is gathered externally 16 months after student graduation, highlighted that 30% of students did not complete the survey. It was mentioned that although this is very hard to change, a DAPs panel may presume that these students were unemployed which was not necessarily the case. Futureworks does not have a single point of contact for Alumni, therefore it is not always easy to maintain communication with graduates. Some communication to final year students regarding the Graduate Outcomes Survey could help improve the response rate going forward.



An Academic Quality and Enhancement manager has been appointed who will begin in the late Spring. She has experience with Tier 4 Sponsorship and has had 10 years of experience working with a provider of a similar size to Futureworks. Quality and standards processes which had been difficult to carry out without this appointment will be fully reinstated by September 2023.

It was suggested that the Executive team should consider setting KPIs regarding HR and people, for example staff turnover, staff development, gender, age, PT/FT balance etc. More diversity in staffing has been achieved in the School of Art and Design and this model should be emulated by the other Schools, in particular the School of Sound and Music Production which has the least diverse staff body. It was mentioned that bringing in international students could help boost student numbers and promote diversity in the student body. This could be investigated by the new AQE manager later in the year.

The issue of engaging students within the governance structure has been approached in a different manner, with the Principal and Finance Director attending a Student Partner meeting in February. This was well received by the students and may become a regular occurrence to ensure the student voice is heard effectively.

A new Widening Participation Officer has been appointed which should accelerate the work done in this area. The National Saturday Club partnership will commence later in the year, however a decision has not yet been made as to whether delivering Summer Schools at Futureworks is value for money. A review of the effectiveness of financial support grants given to Futureworks students will be undertaken, to ascertain whether the current processes are the most effective to support the student cohort. All Higher Education Access and Participation plans are to be re-written in the near future, and Futureworks has requested to be part of the initial cohort to do this.

Course specific marketing had been the focus of a Google Ad Words campaign. In comparison to the same process used last year, clicks onto the Futureworks website were over 200% up and the bounce rate had not increased which is positive news. [This section contains commercially sensitive information and has been redacted.] EST Marketing are carrying out a brand survey and workshops with staff over the coming weeks.

Congratulations were given to the Vice Principal for completing his MSc in Computer Science with Cyber Security. It was noted that a proposal for the new running of the Safeguarding Panel had not been provided to the Board again; the Head of Student Affairs was dealing with student applications which was more pressing at this time.

- c. Financial Management update Q1 2022/23 – the Financial Director gave an update on the Q1 2022/23 accounts. [This section contains commercially sensitive information and has been redacted.]
- d. External Audit – the External Audit by Leonhermann had been completed and the documents had been submitted to the OfS successfully and on time. It was noted that going forward, senior staff pay should be approved by the Nominations and Remuneration committee and that this process will completed as soon as possible.
- e. Futureworks Annual Report 2021/22 – the Futureworks Annual Report was welcomed by the committee. It was pointed out that although marginal, progression and retention figures were improving and this should be highlighted. [This section contains commercially sensitive information and has been redacted.]
- f. Financial Regulations – the updated Financial Regulations were presented to the Board of Directors for approval. They had been recommended to the committee by the Audit and Risk Assurance Committee and contained only minor amendments since the last published regulations. It was noted that the target staff costs as a % of turnover was set lower than the national average of 50%.
- g. Fraud and Misconduct Statement – this was received and approved.



[Action: Executive Team to set KPIs in the areas of HR and people, for example staff turnover, staff development, gender, age, PT/FT balance etc.] (4b-1)

5. GOVERNANCE (FOR DISCUSSION AND/OR APPROVAL):

- a. Institutional Risk Register– the Risk Register was presented to the Board of Directors and changes to the register were highlighted. Issues with procurement over the summer negatively affected three risks, which had pushed Futureworks outside of its risk appetite framework as detailed in the Risk Management Strategy. The Risk Management Team will now work to amend this and bring the number of ‘yellow’ rated risks to below the threshold of seven.
- b. Compliance/regulatory returns – all statutory returns are up to date and have been submitted in advance of given deadlines.
- c. Progress towards making DAPs application - The Board of Directors discussed the progress towards the application for Degree Awarding Powers. [This section contains commercially sensitive information and has been redacted.]

6. ITEMS FOR INFORMATION ONLY:

- a. Minutes of Sub-Committees to the Board:
 - i. Audit and Risk Assurance – it was stated that a good degree of assurance had been provided by this committee and this was commended.
- b. TEF submission – the committee were very impressed by the documents provided, in particular the comprehensiveness of the student submission. The level of award received will be found out in September. [This section contains commercially sensitive information and has been redacted.]
- c. Access and Participation – Futureworks has requested to be part of the first tranche of providers to rewrite their A&P plan (see section 4b), to enable the executive team to concentrate on writing the DAPs application in the early months of 2024. A response from the OfS is awaited in response to this application.

7. AOB:

None.

8. ITEMS FOR FUTURE DISCUSSION:

None.

9. DATE OF NEXT MEETING:

- Monday 15th May 2023 10.30am.