



BOARD OF DIRECTORS

ACTIONS AND KEY DECISIONS OF THE MEETING

Meeting Date and Time:	Thursday 24 th November 2022 at 10.30am
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 consider whether there would be any benefit in producing a follow-up document with details how the objectives contained within the Strategic Plan would be achieved. (3cii-1)
2	FD to add a line on the DAPs Project Plan to identify the trigger point for beginning the DAPs application. (3cii-2)
3	Executive Team to review size and composition of the Academic Board. (6aii-1)

No.	KEY DECISIONS
1	To attempt to address the action [BoD]Aug-22 4bii(1) in advance of the NSS launch date in January 2023.
2	Actions in relation to the performance against targets on the Programme Performance Reports were to be considered.



BOARD OF DIRECTORS COMMITTEE

**MINUTES OF THE MEETING HELD ON 24th November 2022 @ 10.30 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 30.08.22 for accuracy – the minutes were approved in terms of content and accuracy.
- b. Action Plan: completed actions were accepted by the committee. The following in-progress action was discussed:
 - [BoD]Aug-22|4bii(1) – Student Services to find out what improvements students would like to see in the library resource, and report back to the Board of Directors – it was queried as to whether anything would be done in time to positively impact on this year’s NSS scores; this action will be followed up to see if it can be completed by an earlier date.
- c. Matters Arising –
 - i. Committee Self Evaluation – the committee self-evaluation was received by the Board of Directors. With one exception, all questions received either the same or a higher score than last year, with high satisfaction being shown throughout. A comment regarding the amount of business on the agenda was discussed, and a conscious effort had been made for this meeting to scale back the number of documents and concentrate on more strategic matters. The FD mentioned that due to the small staff number at Futureworks, it was inevitable that some operational matters were discussed alongside strategic ones, and this was noted by the committee.
 - ii. Strategic Plan – the new Strategic Plan was presented to the committee. Apart from the addition of KPIs, this was a finished document. The objective had been to produce a Strategic Plan which was less generic and reflected the aims and ethos of Futureworks. It was written in such a way as would be suitable for staff members to digest. It was suggested that a second document be produced that looked at data from Futureworks in relation to external circumstances and drivers. Ambition for growth was not explicit in the Strategic Plan which detailed conservative target student intake



numbers. It was suggested that it could be made clearer that Futureworks intended to be an independent, autonomous, mature, degree awarding institution. The FD clarified that there were many KPIs which had not been added to the document; these need streamlining and will be brought back to the Board of Directors when this has been done. The FD mentioned that with such an institutional stress on gaining Degree Awarding Powers, it was hard to focus on what the aims of Futureworks might be after this. The Chair stated that the committee were happy with the document but noted that it should be continuously updated to reflect the developing aims and objectives of the institution.

- iii. DAPs Project Plan – the committee commented on the further drift of the timescale, which had already been noted by ARAC. An investment in both senior and junior staff was needed in order to complete the necessary work before the application could be made. The senior AQE post has now been advertised with the view to getting the post filled by the summer. In the meantime, it was reported that the newly appointed Programmes Administrator had been doing a good job, working with the Schools to gather necessary data, thus relieving academic staff members from this additional burden. A marker is to be added on the plan document to denote the trigger point when it would be suitable to make the application.
- iv. Data requested by the Board – the committee was happy with the data provided. The unusual distribution of degree classifications in relation to most universities was noted and it was mentioned that some accompanying description of why this might be the case would have been useful. The competitor analysis detailed the top 5 institutions which students had also applied to. This has changed from previous years due to the larger number of applicants coming from an A-Level background rather than from BTecs.
- v. Learning, Teaching and Research Committee – this is currently reflecting on its own constitution in light of the proposed changes which were rejected by the Board of Directors and the Academic Board. Therefore, for the time being, it will run as per its published Terms of Reference. It was noted that maintaining a strong academic infrastructure and keeping accurate records of meetings and decisions is paramount, in order to stand up to DAPs scrutiny.

[Action: Executive Team to consider whether there would be any benefit in producing a follow-up document with details how the objectives contained within the Strategic Plan would be achieved.] (3cii-1)

[Action: FD to add a line on the DAPs Project Plan to identify the trigger point for beginning the DAPs application.] (3cii-2)

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. REPORTS (FOR INFORMATION):

- a. Chair's Report – the Chair has continued to attend Executive Team meetings on a regular basis. There was nothing further to report at this time.
- 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:
 - i. Strategic/Business Matters – see section 3bii for Strategic Plan. The staff intranet is now up and running. It is well populated with information and has been welcomed by staff. The Staff Development Strategy and the Strategic Plan are to be presented to staff at the next all-staff meeting. A new



prospectus has been rolled out and was taken by many prospective students at the recent UCAS fair. It was noted that UCAS are predicting overall student applicants may rise to approximately one million by 2025, up from approximately seven hundred thousand currently. There is a national push towards degree apprenticeships however it was noted these can be hard to manage and sometimes have issues with student retention.

Open days are still attracting prospective students, with numbers pre-booking onto the events ahead of last year's figures. Google Ads are also being used to attract potential applicants to the website and this was reported to be working well. Recruitment for next academic year has started already, and will be compared to previous years at key dates throughout the cycle. A school and college outreach officer is currently being recruited who will also have an Access and Participation role.

- ii. Academic and Student Matters – a discussion took place regarding the make-up of the Academic Board and whether this should be altered. The most important issue is that it is effective and has strong minutes kept which are necessary for DAPs scrutiny. The regular all-staff meetings should be used for discussion and debate, allowing the Academic Board to be used more for decision making rather than discussion. The issue of staff churn was mentioned and how this had been tackled by different schools. There was still one Programme Leader post outstanding which is currently being covered by the Head of School for Sound and Music Production, however all other posts have been filled and all teaching content is satisfactorily covered. The iMacs have now been delivered and students were given extended deadlines to cover any shortfall of project time due to the late arrival of these machines. The Executive Team are aware that timely procurement has been an issue, so will make sure this is addressed.

As mentioned in 3cii, the AQE role has been advertised and it is hoped that this post will be filled by the late spring. Student retention since initial enrolment in September was mentioned. The figures were not thought to be significant or unduly concerning. Futureworks are ready to receive the new NSS surveys in the new year; two programmes will not receive individualised scores as they do not have sufficient student numbers in year 3.

- iii. Research and Scholarship – a number of staff are currently undertaking research although it was noted that Futureworks does not have a strategic research direction at this time.
- iv. Operational Matters – the external audit will be going out for tender in due course. New staff contracts are to be rolled out and will be presented at the next all-staff meeting. The new staff appraisal process is also being rolled out. It was noted that the appointment of an internal HR function may relieve pressure on academic staff.

[This section contains commercially sensitive information and has been redacted.]

More work is to be done in relation to the National Saturday club. A collaboration with Screen and Film School is to be investigated to run this programme. The Safeguarding Panel is to be taken over by the Head of Student Affairs. A new proposal for the running of this committee will be submitted to the Board of Directors at the next meeting.

- v. External Environment - a brief update was given in this area. Futureworks' new A&P plan has been approved by the OfS. Futureworks hosted a graduation ceremony for the last 3 years of graduates which was very well attended and received by students, some of whom had not had a ceremony due to Covid-19.



- c. Financial Management update Q4 2021/22 – [This section contains commercially sensitive information and has been redacted.]
- d. Futureworks Annual Report 2021/22 – a preview of the Futureworks Annual Report was shared with the committee. The actions required for the report are currently being worked upon by the Academic Board [This section contains commercially sensitive information and has been redacted.]
- e. Programme Performance Reports Nov 22 – these have now been rolled out with Programme Leaders and are proving a useful tool. It was queried as to whether the targets set were challenging enough. However, the PLs can only really influence the conversion rate, the rest is down to marketing which is mostly outside of their control. Actions in relation to the performance against targets were to be considered.

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. The only risks with residual red scores were financial. The loss of key staff was discussed at ARAC and was found to be due to a variety of different reasons. Weekly Executive Team meetings ensure that senior staff members are always up to date with current issues.
- b. Compliance/regulatory returns – all statutory returns are up to date and have been submitted in advance of given deadlines.

6. ITEMS FOR INFORMATION ONLY:

- a. Update on recent policy reviews – this was noted by the committee.
- b. Minutes of Sub-Committees to the Board:
 - i. Audit and Risk Assurance - noted
 - ii. Academic Board - The size and structure of the Academic Board was mentioned again and whether this needed to be adjusted is to be considered. It was noted that the new independent member from Columbia University was a useful addition to the committee.
- c. Regulatory advice 15 – Guidance on monitoring and intervention – there were no significant changes to note in this guidance.

[Action: Executive Team to review size and composition of the Academic Board.] (6aii-1)

7. AOB:

None.

8. ITEMS FOR FUTURE DISCUSSION:

None.

9. DATE OF NEXT MEETING:

- Thursday 2nd February 2022 10.30am.