BOARD OF DIRECTORS
ACTIONS AND KEY DECISIONS OF THE MEETING

Meeting Date and Time:	Thursday 26th May 2022 at 09.30am
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	LTR committee to remain as a formal committee. Principal and committee members to look at its ToR, membership, and frequency of meetings. (3d-1)
2	VP to investigate whether an extra single item meeting could be arranged over the summer to discuss the five-year Strategic Plan. (4bi-1)
3	Staff Development Strategy to be reworked over the summer by the Executive Team in collaboration with an external HR consultant. (4bi-2)
4	HoS for SMP to report back to the committee regarding the success rates for the BAMP programme against OfS metrics. (4bii-1)
5	[This section contains commercially sensitive information and has been redacted.]
6	[This section contains commercially sensitive information and has been redacted.]
7	VP to add assurance owner column to Board Assurance Framework. (5a-1)

No.	KEY DECISIONS
1	OfS benchmarks to be shown alongside retention data at future meetings where possible.
2	Proposal to make changes to Executive and Management Committee and Safeguarding Panel agreed by the Board of Directors.
3	The Principal is to attend school meetings on a monthly basis to assist Programme Leaders in achieving their minimum targets.

BOARD OF DIRECTORS COMMITTEE
MINUTES OF THE MEETING HELD ON 26ᵗʰ May 2022 @ 09.30 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. It was noted that this was the first meeting which all the non-executive directors had attended in person since before the pandemic. Apologies were received from Tony Tyrrell.

2. **DECLARATIONS OF INTEREST**
None declared.

3. **COMMITTEE BUSINESS:**
   a. Previous Minutes:
       i. Minutes of 10.02.22 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-21|4bii(1) – this was the only action marked as behind schedule. Work on marketing is ongoing (see section 4b) and market analysis should be completed in time to inform the next recruitment cycle.
   c. Declarations of Interest Survey – the AY22/23 Declarations of Interests Survey was sent out to members of the Board of Directors in May 2022. Once completed by all members, it will be published on the Futureworks governance website. Fit and Proper Person's declarations will be requested in the coming weeks, and the Shareholders' letter will also be submitted soon. The Shareholders stated that they were happy with the workings of the Board of Directors which was welcomed by the committee.
   d. Matters arising - two items had been raised by ARAC for consideration by the Board of Directors. Firstly, the Academic Board appeared to be highly reliant on the Learning, Teaching and Research Working Group, which in turn was dependent on a few key individuals. A discussion took place regarding whether the Learning, Teaching and Research Committee should become the Working Group as proposed in section 5c or remain a formal committee which reported directly to the Academic Board. The Academic Board is accountable for academic quality and standards therefore the BoD believed that the Learning, Teaching and Research Committee should remain as a sub-committee, incorporating a wider membership of teaching staff.
       The second item raised by ARAC for consideration by the Board, was related to how Futureworks monitors and responds to regulations and guidance provided by the OfS. Since 2018 the volume and complexity of regulations have increased significantly; ARAC was concerned that the current process was highly reliant on one

person and therefore a more robust system would be preferable. The Board agreed that the use of KPIs to help monitor conditions was suitable.

[Action: LTR committee to remain as a formal committee. Principal and committee members to look at its ToR, membership, and frequency of meetings.] (3d-1)

 ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. **REPORTS (FOR INFORMATION):**
   a. Chair's Report – the Chair had been attending Executive Team meetings on a fortnightly basis to keep abreast of operational business.
   b. Principal's Report – a new format was used for the Principal's report, which covered the areas of Strategic/Business Matters, Academic and Student Matters, Operational Matters, and the External Environment:
      i. Strategic/Business Matters – the Short to Medium Term Strategy was shared with the management team in February and is to be circulated to all staff during an all-staff meeting planned for summer 2022. The document placed a strong focus on recruitment and retention; this was discussed by the committee who felt that academic staff should be encouraged to take more ownership for recruitment onto their programmes. The PL for the BSc (Hons) Audio Engineering and Production programme (BAEP) is currently investigating where it sits in the wider market and what changes could be made to make it more attractive to prospective students. This process could be replicated for other programmes to fine tune the current offering. Retention issues at Futureworks still require improvement; this matter is multi-faceted with students citing a variety of reasons for leaving their programmes. Creating more of a sense of community was thought to be beneficial for students and therefore a pilot scheme teaching a unit across multiple programmes has been carried out within the School of FTVM, proving popular with students.
      The five-year Strategic Plan is to be reworked in advance of the August meeting of the Board of Directors and it was suggested that a single item meeting be convened to discuss this item. The Learning and Teaching Strategy is being updated by the Academic Lead and will go to the Academic Board for review in due course. The Staff Development Strategy is due for imminent review and will to be looked at by an external HR consultant in time for staff appraisals in the new academic year. A Staff Wellbeing Policy is also to be created to highlight the support available for staff.
      A TikTok digital marketing campaign has been used to promote the Visual Effects programme. Evaluation of this campaign will ascertain whether similar promotions should take place for the other courses. A review of the Futureworks website has led to the conclusion that a new website is needed to market the programmes more successfully. The Principal is in talks with an external marketing company regarding market research. The Board observed that a variety of methods are being employed to try to engage a wider audience of prospective students.
      An update was given on recruitment and enrolment with data showing that the number of applications received by the first week in May was significantly ahead of numbers received in the last two cycles. Accepted offers by students for September 2022 entry (not including deferred applications) is on a par with that for September 2020, therefore with the addition of the deferred entry applicants, numbers are currently expected to be up on September 2021 entry.
      ii. Academic and Student Matters - an update on the Academic Board (AB) was

given. A new external member has been appointed, alongside a wider range of internal staff. The AB commissioned four reports from the Learning, Teaching and Research Committee including the impact of changes at Level 3; this will be reported back to the Academic Board in June.

An update on Learning, Teaching and Assessment was given to the committee. Futureworks now runs its own Level 4 progression boards with a report going to UCLan. The pilot scheme run in the School of FTVM (see section 4bi) was found to be successful, and Heads of School are now looking to replicate this model across the institution.

The areas of academic quality and enhancement have been overseen by academic staff in the absence of a dedicated AQE officer. The recruitment of an AQE manager/officer is now planned for Semester 1 2022, whilst a Programme Administrator is currently being recruited to assist the Academic Lead. The UCLan partnership report was received by Futureworks in April 2022. Futureworks was commended by UCLan for the quality of their documentation which was provided in November 2021.

A table was shown to the committee, detailing student retention month by month in comparison to previous years; data showed that retention figures were overall very similar to the previous two academic years despite a key focus on this area. The Board requested that OfS benchmarks be shown alongside retention data at subsequent meetings wherever possible.

Graduate outcomes data for the academic year 2017/18 and 2018/19 was presented, with data for 2019/20 expected to be published in the summer. Figures demonstrated that in year 2018/19, 64% were in high-skilled roles, up from 61% in 2017/18. Methods to try to improve these job outcomes further are to be considered.

A review of the effectiveness of the Student Voice at Futureworks is currently being undertaken by UNIAC and a response to this will be presented to the Board once the report is received. The NSS survey was completed by 80.37% of Futureworks students, which should enable most programmes to receive course specific data when the results are posted on 6th July 2022. The BA (Hons) Music Production (BAMP) programme did not reach the threshold for individual scores. This was deemed unsatisfactory by the committee, and the success rates for this programme were requested for the next meeting.

A brief overview of research and scholarship matters was provided by the Principal, in particular a new Digital Humanities media archive project which has been launched.

iii.   Operational Matters – in lieu of a detailed Annual Operational Plan (AOP), the Executive team are utilising the Short to Medium Term Strategy document which forms a strong framework. [This section contains commercially sensitive information and has been redacted.]

A short update on HR issues was given by the Principal. The staff handbook and contract are ready to be implemented across the institution, with the staff induction process currently under review and the pay structure to be reviewed again by an HR consultant. Recruitment into roles within Academic Quality and Enhancement are detailed in section 4b-i.

The rent review remains unsettled and is to be pursued further with the assistance of JB. A budget for updating the building is to be reviewed by the Executive Team; work is planned to freshen up areas of the building used by students to make it more welcoming and inspiring. The Cybersecurity Strategy is to be developed ahead of schedule in light of recent events at Futureworks. The development of a new strategy is part of an ongoing effort to make Futureworks more robust in the event of a cyber-attack.

An overview of recent industry and partnership links highlighted a number of collaborations. Employees from the BBC have recently completed training on Avid software at Futureworks; this model will be used to run further business to business courses. The Vice Principal has been appointed the Chair of the Independent HE Access and Participation Network/Working Group which will provide opportunities to network with other small HE providers. The School of A&D has become an academic partner of Unreal Engine, enabling students to gain extra certification upon graduation.

Proposed changes to the governance structure are detailed in section 5c.

    iv.   External Environment - a brief update was provided on recent sector developments which may impact Futureworks. Futureworks had been awarded third place in the WhatUni Student Choice Award for Small of Specialist category, which was very positive news as this is voted for by students.

c.   Financial Management -

    i.   Quarterly Management Accounts – [This section contains commercially sensitive information and has been redacted.]

    ii.   Quarter 2 Profit and Loss – [This section contains commercially sensitive information and has been redacted.]

d.   Digital Strategy – this was noted by the committee.

e.   Programme Performance Reports – a draft analysis of the new Programme Performance Report was presented to the Board along with the programme level data for each course. The analysis has not yet been discussed with Heads of School and was provided as a template for discussion before being finalised. The report is designed to measure individual programme performance against targets and KPIs in the categories of recruitment, retention, student outcomes and experience, and finance. The Principal is to attend school meetings on a monthly basis to assist Programme Leaders in achieving their minimum targets. If programmes are unable to meet the targets set, then a business decision can be made as to how to proceed. The preliminary data shown identified that on the whole, the programmes provided a balanced contribution to institutional overheads.

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

[Action: VP to investigate whether an extra single item meeting could be arranged over the summer to discuss the five-year Strategic Plan.] (4bi-1)

[Action: Staff Development Strategy to be reworked over the summer by the Executive Team in collaboration with an external HR consultant.] (4bi-2)

[Action: HoS for SMP to report back to the committee regarding the success rates for the BAMP programme against OfS metrics.] (4bii-1)

[This section contains commercially sensitive information and has been redacted.] (4cii-1)

[This section contains commercially sensitive information and has been redacted.] (4f-1)

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

a.   Institutional Risk Register and Board Assurance Framework– the Risk Register was presented to the Board of Directors and changes to the register were highlighted. The revised Board Assurance Framework was also presented to the committee. It included a summary of key risks, assurance sources, key controls, and committees responsible for each task. The Board suggested that the actual assurance owner be detailed as well as the responsible body.

b.   Compliance/regulatory returns – all statutory returns are up to date and have been submitted in advance of given deadlines.

c.   Proposed update to governance structure – The proposal for the Learning, Teaching

and Research committee to revert to being a Working Group was discussed in 3d. It was agreed that the quarterly formal meetings of the Executive and Management Committee be replaced with monthly staff meetings, with minutes and actions still to be produced. Additionally, it was proposed that the Safeguarding Committee be chaired by the Head of Student Affairs with a member of Student Services to act as Clerk. The Vice Principal and Executive Officer will remain on the committee and minutes will still be taken by the Assistant to the Vice Principal.

d. Response to Accessibility Reports - an assessor from Bison Assist visited the Riverside and Media City campuses in March 2022 to undertake disability risk assessments. A response to these reports has been written by the Principal and the Facilities Manager which was accepted by the committee.

[Action: VP to add assurance owner column to Board Assurance Framework.] (5a-1)

6. **ITEMS FOR INFORMATION ONLY:**
   a. Update on recent policy reviews:
      i. Disaster Recovery Plan – this was noted by the committee.

   There were a substantial number of policies that were marked as past their official review date. It was suggested therefore that the dates be changed to more viable ones, with policies requiring more immediate attention prioritised.

   b. Minutes of Sub-Committees to the Board:
      i. Audit and Risk Assurance
      ii. Academic Board
   The minutes of sub-committees were noted by the members.

7. **AOB:**
   None.

8. **ITEMS FOR FUTURE DISCUSSION:**
   None.

9. **DATE OF NEXT MEETING:**
   - Thursday 30th August 2022 10.30am. Meetings for AY2022/23 are to begin at 10.30am.