


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

<b>Meeting Date and Time:</b>	Tuesday 30 <sup>th</sup> August 2022 at 10.30am
<b>Location:</b>	Futureworks and via Teams
<b>Present:</b>	Prof. Rob Campbell, Chair
	Chris Mayo, Principal
	Alan Doyle, Member
	Gwyn Arnold, Member
	Prof. John Brooks, Member
<b>In attendance:</b>	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
<b>Apologies:</b>	Tony Tyrrell (proxy for Renee Tyrrell)

No.	ACTIONS
1	Secretariat to make the following additions to the indicative work schedules: DAPs to be added to the workplan for all committees; development of Strategic Plan and KPIs to be added to the BoD workplan. (3c-1)
2	This section contains commercially sensitive information and has been redacted. (3eii-1)
3	Academic Board to ensure that recruitment processes across all three schools are consistent where appropriate and best practice is shared. (3eii-2)
4	Head of RSBI to provide admissions data for the past three years broken down by offer type. (4bi-1)
5	DAPs Steering Group to report directly to the Board of Directors; Secretariat to note changes in the governance structure documentation. (4bi-2)
6	Student Services to find out what improvements students would like to see in the library resource, and report back to the Board of Directors. (4bii-1)
7	Secretariat to make minor amendments to the Governance and Management Handbook. (5c-1)
8	Secretariat to make minor grammatical amendments to the Scheme of Delegation. (6ai-1)

No.	KEY DECISIONS
1	A synopsis of the situation regarding the rent review should be forwarded to JB as soon as possible. JB will then contact Bruntwood regarding this matter. See action [BoD]Feb-22 4ci(1).



**BOARD OF DIRECTORS COMMITTEE  
MINUTES OF THE MEETING HELD ON 30<sup>th</sup> August 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 26.05.22 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]Feb-22|4ci(1) - Executive Team to decide whether they wish JB to assist in negotiations with Bruntwood regarding the rent review – the estate agent had been contacted in June but no progress had been made in this area. Therefore, the Executive Team requested JB to assist in contacting Bruntwood on their behalf. A synopsis of the situation should be forwarded to JB as soon as possible.
- c. Indicative workplans for AY22/23 – the indicative workplans for the Board of Directors, ARAC and the Academic Board were shown to the committee. Committee members requested that DAPs be added to the workplan for all committees. Further additions to the workplan for Board of Directors are to include the development of the Strategic Plan and KPIs.
- d. Terms of Reference – the Terms of Reference were reapproved by the committee.
- e. Matters Arising –
  - i. Fit and Proper Person Review and Declaration – this was noted by the committee.
  - ii. BA Music Production Report – a report concerning the BAMP programme was presented to the committee. [This section contains commercially sensitive information and has been redacted.] The committee felt that in such a small institution, consistency of practice regarding recruitment should be possible; the Art and Design programme had altered its approach and this year had recruited very well. The Academic Board were therefore tasked with focussing on ensuring best practice from the School of Art and Design was followed across all three schools.

**[Action: Secretariat to make the following additions to the indicative work schedules: DAPs to be added to the workplan for all committees; development of Strategic Plan and KPIs to be added to**



the BoD workplan.] (3c-1)

[Action: This section contains commercially sensitive information and has been redacted.] (3eii-1)

[Action: Academic Board to ensure that recruitment processes across all three schools are consistent where appropriate and best practice is shared.] (3eii-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.
- 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 – the Strategic Plan had been put out for staff consultation in July and further work will be done on this with a view to completion before the November meeting of the Board of Directors. An Annual Operating Plan is also being compiled in conjunction with the Strategic Plan. The new staff intranet was to be launched on the same day as the meeting, which is to be a central point for all policies and procedures. The staff development strategy is being re-evaluated to reflect current practice at Futureworks.

A new company is being used for marketing, including the website, prospectus and use of social media. A management dashboard module has been purchased to work alongside the student CRM system which should be useful going forward. The success of the TikTok campaign has been hard to quantify as after initial website hits, users cannot be tracked any further. However, it is believed that having a presence on the platform is important and using interesting content rather than advertising the courses could be a more successful approach in engaging prospective applicants.

A discussion took place on the potential of offering accelerated degrees. A better understanding of the market is needed to see if this would be viable. Going forward, Programme Leaders are to have more of a role in promoting and recruiting onto their programmes; this approach has been adopted by the School of Art and Design whose student numbers for September are buoyant.

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

The marketing campaign which featured the VFX programme rather than the institution as a whole is to be used as a model for the other programmes.

DAPs Steering Group meetings have been continuing, with a greater focus on financial sustainability and what Futureworks needs to look like as a business before an application can be made. [This section contains commercially sensitive information and has been redacted.]

It was felt that it was not appropriate for the DAPs steering group to report to the Academic Board, as they would not have the authority on the financial aspects of DAPs. It was therefore requested that the group reports directly to the Board of Directors and this be noted in the appropriate documentation.

- ii. Academic and Student Matters – the last Academic Board meeting took 5 hours which was unsatisfactory and therefore some change is needed. Student attendance is still an issue and is to be addressed. More focus is to be placed on academic risk.

The new Programmes Administrator has been compiling documentation in a central location, taking pressure off Heads of School and reducing the risk to



Futureworks if an OfS thematic review was requested.

Student retention for 2021/22 was on a par with previous years. Data regarding Graduate Outcomes for 2019 is expected in September 2022. The NSS scores were overall very satisfactory at Futureworks, with the 'overall satisfaction' category scoring at 87%, the same as the previous year. [This section contains commercially sensitive information and has been redacted.] In the area of research and scholarship, several staff are currently on the path to receiving HEA Fellowship status which is a positive step. The digital humanities media archive project will be put on hold due to the lead researcher leaving Futureworks.

- iii. Operational Matters – the Risk Register has been updated to reflect the increased number of staff leaving Futureworks. All subject areas can be covered by existing staff, therefore there will not be any issues regarding content delivery for the new term. There were no other ongoing HR issues reported. Minor changes are being made to the pay structure to reflect the statutory changes to minimum pay. Regarding the estate, internal and external updates are being made to the building to refresh paintwork and general appearance. New iMacs are being purchased for the audio/film classrooms although there is a delay in receiving these machines. The Cybersecurity policy has been developed and implemented with IT staff and will soon be introduced to all staff along with relevant training. An agreement with the National Saturday Club has been signed with Futureworks due to begin taking part in January 2023. Further meetings are taking place with Independent HE and the NHS to investigate possible collaboration/funding opportunities.
- iv. External Environment - a brief update was given in this area.
- c. Financial Management -
  - i. Financial update [This section contains commercially sensitive information and has been redacted.]
  - ii. Quarter 3 Profit and Loss – see 4ci above.
- d. Impact of changes in Level 3 provision – the committee welcomed this as a useful report. It was mentioned that as an employer as well as an HEI it may be possible to offer placements to T-Level students. The long-term impact of these new qualifications is not yet known.
- e. Review of Programme Entry Requirements – the report into programme entry requirements was discussed by the committee. Advertising a range of accepted entry grades instead of a single figure is to be adopted which should make the programmes more visible on UCAS. The curriculum and external presentation of programmes should be looked at further. The potential disadvantage of giving unconditional offers was again mentioned (see 4bi)

**[Action: Head of RSBI to provide admissions data for the past three years broken down by offer type.] (4bi-1)**

**[Action: DAPs Steering Group to report directly to the Board of Directors; Secretariat to note changes in the governance structure documentation.] (4bi-2)**

**[Action: Student Services to find out what improvements students would like to see in the library resource, and report back to the Board of Directors.] (4bii-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. This included the increased risk of staff retention, in relation to the number of staff leaving in recent months.
- b. Compliance/regulatory returns – all statutory returns are up to date and have been



- submitted in advance of given deadlines.
- c. Governance and Management Handbook – the committee welcomed the handbook as a very useful document which will be vital for DAPs. The document was accepted subject to minor amendments.

**[Action: Secretariat to make minor amendments to the Governance and Management Handbook.] (5c-1)**

**6. ITEMS FOR INFORMATION ONLY:**

- a. Update on recent policy reviews:
  - i. Scheme of Delegation – this was reapproved by the committee subject to minor grammatical errors.
- 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.

**[Action: Secretariat to make minor grammatical amendments to the Scheme of Delegation.] (6ai-1)**

**7. AOB:**

None.

**8. ITEMS FOR FUTURE DISCUSSION:**

None.

**9. DATE OF NEXT MEETING:**

- Thursday 24<sup>th</sup> November 2022 10.30am.