Futureworks

BOARD OF DIRECTORS
ACTIONS AND KEY DECISIONS OF THE MEETING

Meeting Date and Time:	Thursday 12th March 2026 at 13.00
Location:	Futureworks and via Teams
Present:	Dr Ailsa Crum, Chair
	Chris Mayo, Principal
	Prof. John Fairhurst, Member
	David McIntyre, Member
In attendance:	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
	Julia Edward, Head of Finance
Apologies:	Renee Tyrrell

No.	ACTIONS
1	This section contains commercially sensitive information and has been redacted (4c-1)
2	This section contains commercially sensitive information and has been redacted (4c-2)
3	Secretariat to circulate the rubric for how the risk ratings are calculated. (5a-1)
4	This section contains commercially sensitive information and has been redacted (5a-2)

No.	KEY DECISIONS
1	This section contains commercially sensitive information and has been redacted
2	The committee agreed that work on the new Strategic Plan should be done in consultation with staff and could be progressed using staff engagement time.

BOARD OF DIRECTORS COMMITTEE

Minutes of the Meeting held on Thursday 12th March 2026 at 13.00

Via MS Teams and at Futureworks
For General Release

Present

Dr Ailsa Crum (Chair)
Chris Mayo (Principal)
Prof. John Fairhurst (Member)
David McIntyre (Member)

In attendance

Ben Norris (Vice Principal & Clerk)
Kate Sayer (Secretary)
Julia Edwards (Head of Finance)

Apologies

Renee Tyrrell

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1. Welcome and Apologies for Absence

The Chair welcomed members to the meeting and confirmed that the meeting was quorate. Apologies were noted from Renee Tyrrell.

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2. Declarations of Interest

No declarations of interest were made.

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3. COMMITTEE BUSINESS:

a. Previous Minutes
   i. Minutes of 04.11.25 and 06.02.26 – the minutes were accepted by the committee in terms of content and accuracy.

b. Action Plan – the committee accepted the completed actions. The following open actions were discussed:
   - [BoD]Aug-23|4b(2) – [This section contains commercially sensitive information and has been redacted]. The committee agreed that this work should be undertaken in consultation with staff and could be progressed using staff engagement time.
   - [BoD]November-25|4b(1) – A new system to track students at risk of leaving has been built and testing is underway.

c. Matters Arising:
   i. [This section contains commercially sensitive information and has been redacted].
   ii. [This section contains commercially sensitive information and has been redacted].
   iii. [This section contains commercially sensitive information and has been redacted].
   iv. Fraud & Misconduct Statement - Accepted by the committee.
   v. Accounts sign off meeting minutes - Minutes accepted by the committee.

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. REPORTS:

a. Chair's report – The Chair reported that she had no substantive updates but expressed her appreciation for her new role at Futureworks.

b. Operations Report –the Operations report covered the areas of Strategic/Business Matters, Academic and Student Matters, Operational Matters, and the External Environment. The management team provided a consolidated summary, which the committee commended as a clearer approach.
The committee discussed the LLE pilot relating to VFX single, registerable modules. These modules aim to support industry upskilling using the new virtual production suite. Learners may complete individual modules or a series leading to a qualification, and may later use these for APL credits depending on institutional policies. As the LLE model has not been offered previously, demand remains uncertain. The committee also discussed the student management system's capacity to track learners who may undertake modules intermittently over longer periods.
Updates were provided on marketing and recruitment activity, including an encouraging response at the most recent UCAS fair. [This section contains commercially sensitive information and has been redacted].
Staff training will be provided in preparation for the updated academic regulations for 2026/27. The committee was advised that the NSS response rate is currently 10.5% higher than at the same point the previous year. A recommendation from one of the validation events was to include a student representative on the Board, although the committee noted the complexities associated with financial discussions and the limited availability of suitably trained undergraduate students.
The committee noted progress on facilities, with the new reception building underway and the virtual production suite planned. The recent Fire Risk Assessment had identified a small number of areas requiring improvement, and a specialist contractor is supporting compliance. Updates were also provided on HR and staff development, including recent training days. A new annual staff review process will be implemented in due course; in the meantime line managers are to do an annual review with their staff, and check in with them regularly.
The committee received an update on risk management, noting changes to the institutional risk register. [This section contains commercially sensitive information and has been redacted].

(Head of Finance joined the meeting)

c. Financial update and quarterly management accounts – [This section contains commercially sensitive information and has been redacted].

d. OfS Financial Return – this was presented to the committee.
e. Academic Board Annual Report – this was accepted by the committee.

[Action: This section contains commercially sensitive information and has been redacted.] (4c-1)
[Action: This section contains commercially sensitive information and has been redacted.] (4c-2)

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5. GOVERNANCE:

a. Board Assurance Framework & Institutional Risk Register –
b. The committee reviewed changes to the risk register and accepted the updates. Members requested further information on the methodology used to calculate risk ratings. [This section contains commercially sensitive information and has been redacted].
Compliance/regulatory returns– all returns are up to date and were submitted on time.

[Action: Secretariat to circulate the rubric for how the risk ratings are calculated.] (5a-1)
[Action: This section contains commercially sensitive information and has been redacted.] (5a-2)

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6. ITEMS FOR INFORMATION ONLY:

a. Minutes & Action plans of subcommittees to the Board:
    i. Finance Committee
    ii. Academic Board
    iii. Operations Team

These were all accepted by the Board of Directors.

7. AOB -

No additional business was raised.

8. ITEMS FOR FUTURE DISCUSSION:

[This section contains commercially sensitive information and has been redacted]. It was also agreed that the Operations Plan, Strategic Plan and the Governance and Management Handbook should be presented at that meeting.

9. DATE OF NEXT MEETING:

- Friday 10th July 2026 at 13.00