



**BOARD OF GOVERNORS  
MINUTES OF THE MEETING HELD ON 13<sup>th</sup> AUGUST 2018 @11.00  
FOR GENERAL RELEASE**

Present:       **Prof. Rob Campbell, Chair**  
                  **Chris Mayo, Managing Director**  
                  **Prof. John Brooks, Member**  
                  **Gwyn Arnold, Member**  
                  **Ben Norris, General Manager**

In attendance:

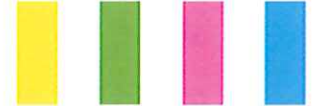
1. **WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE**  
None.
2. **DECLARATIONS OF INTEREST**
3. **MINUTES OF PREVIOUS MEETINGS**
  - a. Minutes of previous meeting(s) – the group approved the minutes of the previous meeting as an accurate representation of the discussion.
  - b. Matters arising from the minutes – N/A

**ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:**

4. **VERBAL REPORT BY THE MANAGING DIRECTOR:**

[REDACTED]

- b. The Board was updated on the position regarding Futureworks application to the OfS register, which had not changed from previous discussions. Futureworks is still waiting for a decision by the OfS and, as stated in its response, the Board of Directors is prepared to appoint two additional Board members to satisfy the public interest principles, as required.
- c. The Governors were given an updated DAPs timetable, including plans for staff development with the Heads of Schools and Programme Leaders. It was noted that there were still a few areas which required improvement if a DAPs application was to be successful, and that these areas were included in the General Manager’s report to the Board. It was agreed that all were able to be tackled in the timeframe available, and suggestions were made concerning setting targets and engaging the wider staff and student body in the process.



- d. The Managing Director informed the Governors that Futureworks had recently launched its new website, which had been developed by Lake Design.

**5. VERBAL REPORT BY THE CHAIR:**

The chair noted that the MD's report had covered all the issues he would have wished to raise.

**6. DISCUSSION CONCERNING THE PLAN TO INCREASE TUITION FEES FOLLOWING OFS APPROVAL:**

The Board discussed a range of options presented, including the possibility of increasing tuition fees for returning students as well as new students. The group reached a consensus concerning returning students, clearly making the case for an increase of up to 10% (£6765 to £7500) or less (£6765 to £7000). The group discounted the idea of raising fees to £9250 for existing students, stating that the higher fee – subject to OfS approval – should only be put in place for new students from 2019/20 onwards.

**7. PLANS TO REVIEW THE EFFECTIVENESS OF THE BOARD OF GOVERNORS:**

The Board discussed a range of options, including the use of an external auditor, to assessment effectiveness of the Board. It was concluded that given the size and relatively new status of the Board, it would be more appropriate for committee members to perform a committee self-assessment, for review and reflection.

**[Action: Review document to be put together by the Chair and the Secretary]**

**8. DISCUSSION ABOUT THE BALANCE OF TEACHING, RESEARCH, THIRD STREAM AND WIDENING PARTICIPATION ACTIVITIES:**

- a. The group discussed the future of the organisation's T, R, TS and WP strategies and activities, identifying the poor statistics in "High value employment" as an area requiring attention (following the award of TEF Bronze). It was recognised that Futureworks graduates do not follow "traditional" career trajectories and instead work freelance for many years; nonetheless, it was agreed that the statistic required improvement and that this might partly be achieved via the new Graduate Outcomes Survey. Concern was raised about the GOS, and the requirement that HE providers now store student contact data for 18 months after graduate, to coincide with the GOS data capture period.

**[Action: Secretary to meet with Management Team to discuss how this be realistically achieved].**

- b. Concerning Research, the Board advised that a research budget be built into a staff development plan to aid the spend, tracking and effectiveness of research projects.

**[Action: Managing Director to build a research budget into the staff development plan.]**

Concerning Widening Participation, the group advised that it was better to wait to see the outcome of the APP developed for the OfS before embarking on an alternative course of action.

**9. SETTING OF KPIs AGAINST THE STRATEGIC PLAN:**

The Board recognised the need for annual KPIs which should be set into a five-year plan, and felt that this would be useful in many ways, including assessing performance, making the





Futureworks vision more transparent to stakeholders, and for providing direction to the management team.

**[Action: A set of KPIs to be developed; Governors to deliver a KPI workshop day with academic and administrative staff.]**

**10. MEMBERSHIP OF THE BOARD OF GOVERNORS:**

The Board discussed whether or not it was appropriate and/desirable to begin to add additional members to the Board of Governors; it was determined, however, that it would be more appropriate to await the decision of the OfS first before making any appointments (particularly since the make-up of the Board of Directors was likely to change as a result). Thus, it was concluded that this was a matter to be discussed at a future meeting of the Board of Governors.

**11. MEMBERSHIP OF THE AUDIT COMMITTEE**

**[Action: Board to send details of alternative candidates to Managing Director for consideration.]**

**12. THE RISK REGISTER:**

An analysis of the Risk Register was postponed pending the creation of the strategic KPIs and the outcome of the application to the Office for Students.

**13. THE GENERAL MANAGER'S ANNUAL REPORT TO THE BOARD OF DIRECTORS (INCLUDING REVIEW OF APPLICATION NUMBERS, DLHE AND NSS RESULTS AND TDAP CRITERIA ASSESSMENT) (DOC2-BG0818)**

The group held a long and varied discussion covering all aspects of the report. Good practice was identified in the handling of complaints, which have been dealt with at an early stage and have not required escalation to the formal stages. The Board considered the report's narrative concerning readiness for a DAPs application, and considered different ideas about how best to prepare the organisation for scrutiny.

**14. TERMS OF REFERENCE FOR THE BOARD OF DIRECTORS (DOC3-BG0818)**

The Board was satisfied that the ToR for the Board of Directors were suitable.

**15. TERMS OF REFERENCE FOR THE AUDIT COMMITTEE (DOC4-BG0818)**

The Board was satisfied that the ToR for the proposed Audit Committee were suitable.

**ITEMS FOR INFORMATION ONLY:**

**16. AOB**

**17. ITEMS FOR FUTURE DISCUSSION**

**18. DATE OF NEXT MEETING**

The next meeting will take place on 23<sup>RD</sup> October 2018 @11.00