



**BOARD OF GOVERNORS
MINUTES OF THE MEETING HELD ON 19th MARCH 2018 @14.00
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:**
 - a. The Managing Director reported that the main focus of the company at present is the application to the OfS to gain registration status in the Approved (Fee Cap) category. It was stated that initial drafts of documentation had been received and reviewed, meetings had been scheduled with the pertinent staff, and that confidence was high in this regard. It was also noted that DAPs procedures were due to be released in the coming weeks, which the company would read with interest. It was also noted that the FSMG requirements appeared to be as previously used under the SCD process, and that this should not present any cause for concern.
 - b. The Board of Governors held a varied discussion around Futureworks cash position, student retention figures, and outstanding student debt. The Board suggested utilising an external audit company to scrutinise data and internal systems in preparation for future compliance obligations.

[Action: The Managing Director to speak to the Financial Director about use of external auditors and their audit functions]

AGREED: Futureworks would implement an audit committee prior to September 2019.

- c. The Managing Director also informed the group that a meeting colleagues from UCLan had been lined up to discuss UCLan fees paid by Futureworks. The Managing Director informed the group about Futureworks nominations for the WhatUni student choice awards, which was commended by the Board.
- 5. VERBAL REPORT BY THE CHAIR:**
 - a. The Chair provided a brief update on activities, including a meeting with Futureworks Head of Academic Quality & Enhancement and Futureworks Academic



Advisor. This meeting had led to the formation of a draft action plan to be presented to the QAA as part of Futureworks obligations post-HER(AP).

- b. The Chair raised the question of whether or not the Board should appoint a student governor. The General Manager noted that the Student Partner Committee, which reports to the BoG, would serve as an ideal stepping stone to this, and that it might be given two years to get used to operating at that level before any appointments were made. It was also added that the SPC report should be available around the same time as his own report, in early August.

6. DISCUSSION CONCERNING THE LINK BETWEEN NSS SCORES AND INVESTMENT IN LEARNING RESOURCES:

- a. A wide-ranging discussion by the group took place, investigating links to the organisation's investment strategy, how NSS scores could be improved – in particular for questions relating to the LRC. The General Manager noted that massive gains had been made in this regard, with the Learning Resource score from c.2012 coming in at around 37% satisfaction and the latest figures showing approx. double this figure. The group agreed that the action taken to invest in the LRC over the last five years was certainly responsible for this and should continue, and that the action taken to address this matter was appropriate and effective. The Board added that it would be worth making contact with his colleagues at MMU about the development of an NUS partnership.

[Action: Head of Student Services to contact colleague at MMU to initiate this partnership.]

- b. The Board enquired about the current NSS response rate. The General Manager advised that this was, at present, 53.6%. A further discussion took place concerning how to improve response rates, although no direct action was determined as a result of this discussion.

7. EMPLOYER ENGAGEMENT AND STRATEGY (INDUSTRY CO-ORDINATOR TO UPDATE ON IAG):

The Industry Co-ordinator provided an overview of his activities to improve industry engagement across the organisation. A newsletter was provided to the Board to demonstrate the nature of the outcomes of Futureworks graduates and stated that it was his plan to distribute this newsletter to the creative industries at large in time. The General Manager noted that the budget for the IAG had been approved by the Finance Committee, and that recruitment could begin.

[Action: The Industry Co-ordinator to provide a list of potential appointees to the IAG for approval by the Board in time for the next meeting.]

8. CONFIRMATION OF THE PROPOSAL TO RAISE ENTRY REQUIREMENTS OF DEGREE PROGRAMMES FROM 96 POINTS (CCC AT A2) TO 104 POINTS (BCC AT A2) FOR 2019/20:

The Board acknowledged the action taken in response to its decision to raise entry requirements for the 2019/20 academic year and applauded the strategy to move Futureworks into the mid-tariff provider band.



9. OPEN DISCUSSION CONCERNING STRATEGIC DIRECTION AND KEY METRICS AND PERFORMANCE INDICATORS:

- a. The Managing Director stated that DAPs remain the company's main focus over the next five years, but that beyond this there was no fixed strategy in place. He added that the company was 5 years into a 15/10 year lease at Riverside and that at present the classrooms were full in terms of scheduling but not in terms of using those scheduled rooms at full capacity. The Managing Director relayed a discussion between himself and the other Directors concerning the option of developing a new build for Futureworks somewhere in the city, but that nothing firm had been decided. The Managing Director also noted that the Futureworks Studios facility at MCK had some space available, and that the facility as a whole would be very easy to move should the need arise. The Managing Director added that the Directors Loan would be repaid at the earliest opportunity following renegotiation with UCLan over their rate.
- b. The group discussed, in broad terms, the BIMM model, overseas expansion and Tier 4 sponsorship. The Board added that FW core values are what makes FW distinct, and enquired what a market analysis would demonstrate, and what market share FW wants to achieve. The Managing Director added that his plan was to grow from 500 to 700 students within the same premises utilising the space available at Riverside wherever possible.

[Action: The Managing Director and the General Manager to develop a plan of action concerning growth and expansion.]

ITEMS FOR INFORMATION ONLY:

10. APPROACH TO OFS REGISTRATION, INCLUDING ACCESS AND PARTICIPATION, STUDENT PROTECTION, CONSUMER PROTECTION, GOVERNANCE:

The group agreed that this had been covered by The Managing Director in his opening statement.

11. AOB

12. ITEMS FOR FUTURE DISCUSSION

13. DATE OF NEXT MEETING

The next meeting will take place on 13th August 2018 @11.00