



**BOARD OF GOVERNORS
MINUTES OF THE MEETING HELD ON 23rd OCTOBER 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) (doc1-BG1018) – the group approved the minutes of the previous meeting as an accurate representation of the discussion.
 - b. Matters arising from the minutes – the group was informed about news of increased costs to providers in terms of pensions, mentioned at the Chairs of University Council meeting. The group was also informed of the separation in the sector of research and teaching into separate departments, with little or no cross-flow of funding between them. The group also learned of potential changes to H.E. funding patterns in a post-Brexit environment.

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

- 4. VERBAL REPORT BY THE MANAGING DIRECTOR:**
 - a. Recruitment, retention, progression and student destinations – the Managing Director gave a brief overview of current recruitment and retention figures and patterns, noting specifically an issue with Year 2 non-continuation and low recruitment numbers for AY18/19.

[Action: The Board requests entry point average for FW students]

- b. Financial projections for 2018/19 & 2019/20 – the Managing Director informed the group that 18/19 is financially tight, and that more students were needed, however 19/20 gives some more headroom as a result of increased tuition fees and a reduction in the payments to UCLan. A discussion focussed around post-DAPs validations, and the opportunity to combine programmes under DISC (Deferred Informed Student Choice) arrangements.
- c. Staff development, management and HR update – the Managing Director updated the Board with progress made at meetings with the Heads of Schools and Programme Leaders, and that he had engaged with a DAPs consultant and a business/leadership consultant to further advance staff development.

[Action: The Board requests a Scheme of Delegation].





- e. Office for Students registration result and implications – the Board received congratulations from the Chair on the successful registration of the Company in the Approved (fee cap) category. The Managing Director also noted a VAT status update from HMRC.

5. VERBAL REPORT BY THE CHAIR [R.3M]:

The Chair had nothing to report, and congratulated those present on the successful graduation event which took place earlier in the month.

6. MEMBERSHIP OF THE BOARD OF GOVERNORS, THE BOARD OF DIRECTORS, THE AUDIT COMMITTEE AND HOW AND WHEN THE COMMITTEE WILL UNDERTAKE ITS REVIEWS. [R.15M]

The group discussed the membership of the Board and determined a plan of action for appointing members to the Board. The initial schedule was for a November meeting to set up the committee, with the review of the effectiveness of the Board to take place in March/April.

7. SETTING OR KPIs IN THE STRATEGIC PLAN (doc2-BG1018) [r.10m]:

The Board discussed typical KPIs and agreed that financial KPIs should be included as well as academic/performance KPIs. The Board requested that the cost of sales be calculated and presented at the appropriate time.

8. TDAP SCHEDULE, APPLICATION DATE AND LEVEL [R.15M]:

The Board discussed the proposed application for Full DAPs, and the timeframe for this. The Managing Director advised that work with a DAPs consultant was underway and that a clearer picture would be available upon completion of a gap analysis.

[The General Manager to complete gap analysis for consideration by the Board]

9. FEES FOR RETURNING STUDENTS [R.10M]:

This item was deferred to the Board of Directors.

10. UKVI TIER 4 APPLICATION [R.5M]:

The group discussed the potential for a UKVI/Tier 4 application, however the proposed was rejected by the Board as being too much of a distraction at a time when the Company needed to focus on the OfS and DAPs.

ITEMS FOR INFORMATION ONLY:

11. TO RECEIVE: STUDENT PARTNER REPORT (DOC3-BG1018)

The Board received the Student Partner Report and commented positively, though no actions came as a result of the review.

12. TO RECEIVE: THE RISK REGISTER (DOC4-BG1018)

The Board reviewed the Risk Register, and discussed disaster recovery and business continuity protocols. The Board noted capacity issues relating to future ambitions and growth as being a potential risk, as well as reputational damage as a considerable threat to any HEP.



13. AOB

14. ITEMS FOR FUTURE DISCUSSION

15. DATE OF NEXT MEETING

The next meeting will take place on 9TH April @13.00