

UET meeting

Tue 23 May 2023, 10:00 - 13:00

Committee Room, OVC

Attendees

Board members

John Vinney, Jim Andrews, Keith Phalp, Karen Parker, Susie Reynell (Finance Director)

Attending

Julie Kerr, Jane Forster

Meeting minutes

1. Minutes and Matters arising from the previous meeting

Action list: <https://livebournemouthac.sharepoint.com/sites/UETPrivate/Lists/UET%20Actions/AllItems.aspx>


Approval

Chair

The minutes were agreed as being an accurate record of the meeting and there were no redactions required before publishing. There were no matters arising.

The action log was noted. Some actions have now been completed and can be removed. KPa and KPh yet to meet to discuss Workforce Planning.

 UET action list after 16th May 2023.pdf

 Minutes_UET meeting_160523.pdf

2. Finance discussion

Susie Reynell

2.1. Cash flow update

SR remains confident that the finances are on track. Expenditure is still below expected rates. There is more to do on budget planning.

Information

Susie Reynell

The Reserves Policy to be clarified by SR.

 FRC Cash Flow April 2023 draft.pdf

2.2. FRC Monthly Cash Flow – April 2023

Noted and approved

 FRC Cash Flow April 2023 draft.pdf

Information

Susie Reynell

2.3. Bids for approval

1 Bid for consideration.

RED ID: 13675 "Learning from the past for a sustainable future", Leverhulme - Fiona Coward

The bid was approved. As it is a large project, it may need a different process for managing it.


 Narrative for UET meeting 23.05.23.pdf

Approval

Susie Reynell

2.4. Budget planning

SR to issue later in the week once sense checked and validated.

Some of the student numbers may need to be trimmed after discussions re timetabling - 



Discussion

Susie Reynell

2.5. Treasury Management

At the Chair's request, SR to provide FRC with an appendix showing the top 100 investment funds managed by the broker.

Decision

Susie Reynell

Update approved ahead of the FRC meeting on 9 June.

 Counterparty Credit Rating and Limit revisions vFinal.pdf

3. Partner Costing Review

JM and JForrest joined the meeting.

Discussion

Jacky Mack, Jules Forrest

JM and JForrest are currently reviewing the Apprentice, Franchise and Validated contracts prior to renegotiation.

It was agreed that BU should be doing more of these partnerships, as it is important to be involved locally, but it needs to be done in a sustainable way for BU as well as being of benefit to the partners and students.

It was agreed that further discussions are required and that the aim should be to confirm the policy within the next 3 - 6 months.

In the meantime, there is more to be done including :

- Agreeing the minimum charge (it was agreed as a principle) once costs have been established JM and JForrest to work with Finance (Ian) from a strategic point of view.
- Identifying and agreeing the wider benefits to BU
- Investigating working with more partners and with current partners in new ways e.g. apprenticeships and top-ups with BPC and rebuilding relationships, a new validated programme with KMC

ACTIONS:

- KPh to review proposals for new partnerships and for them to go through the approval process as they are ready: we may set the scene for a change in the medium term to the financial arrangements but that may not be in place in time for some new programmes
- JM and JForrest to work with Finance (Ian) to understand the costs and propose a financial model for discussion
- KPh to explore with colleagues from across BU to develop a plan for growing these relationships and provision to come back to UET

4. Theme: RKE priority workstreams

4.1. Research culture and engagement

AH and TR joined the meeting and started by asking a couple of questions:

- What do you want to achieve in this period?
- What would be a good outcome?

Discussion

Ann Hemingway And Tim

Rees

AH and TR went on to explain the results of their findings to date:

The initial meetings have been very positive and a lot has been learned:

- There is a lot of passion and enthusiasm.
- There are no feelings of bullying or harassment
- No concerns over equality
- No concerns over 'publish or perish'
- There is a lot of pride in BU
- Colleagues are keen to stay at BU and make it better
- Teaching is the priority with research being undervalued
- Some good grants are being obtained in spite of the processes in place
- There are a number of barriers in the way of bidding including the Intention to Bid Form which doesn't cover KE very effectively.
- Process shouldn't be a barrier to the prize
- There is a sense that we might be out of kilter with other universities
- Feeling of ground hog day - the questions have been asked before and feedback given but little has been done
- Sense of not reinvesting in research
- Would like to meet up with professoriate to mingle and to exchange ideas rather than meetings being over agenda-ed
- Want to know what is being done to make a difference
- Not a lot of joined-up activity between academics and support services
- Need better way of sharing knowledge
- Co-production - need to think more about training, mentoring, structure and process
- Communication - is essential - colleagues don't know what is being discussed, what the aims are, what is myth and whether everyone is pulling in the same direction
- Feel disenfranchised as a result of not knowing what positive steps are being taken.

- Engagement is influenced by culture.

Next meeting: 4th July professoriate meeting and then 18th July and will listen to results of surveys

ACTIONS:

- TR and AH to continue discussions about how to use the time at the professoriate meeting on 4th July
- proposals from TR and AH to come back on 18th July and before if required

4.2. RKE processes

SR reported that they want people to succeed and therefore aim to create a structure which engenders a culture of resilience and output as well as enthusiasm and to make it easier for everyone than it is today.

SR/JA currently assessing:

- what needs to be done differently in order to grow, how the processes can be smoothed out and also how risk can be managed more effectively
- what needs to be done, when and by whom at the kick-off point when a bid has been won and in some cases before the contract is finalised
- what the process should be for both small and large contracts
- how projects are monitored post award
- how risk is managed without adversely impacting BU's ability to attract funds - it was noted in discussion that there is a risk of not generating research income by making the process too difficult.
- a possible lighter touch for some contracts, although small funders don't have the same infrastructures in place as some of the large funders and therefore may actually need more control
- catch-all approvals to avoid repeated approvals stages unless there are important changes

BU's external reputation, staff retention and early career development also to be considered - AH noted that academic staff need to be able to build up their CVs by winning some small grants first before going on to bid for larger ones.

ACTIONS:

- SR and JA to bring back proposals for approval on 18th July or earlier if required

 RKE Process and Policy update vUET_.pdf

4.3. KE processes and policies

LM and IJ joined the meeting to discuss their KE workstream.

It was reported that there had been some honest conversations in 30 minute meetings with RDS and Deputy Deans over the course of a three week period and a survey with more than 40 responses.

The presentation laid out the key observations from the feedback given and the proposals to manage the short, medium and long term priorities including changing mindsets and strategic endgames.

The headlines from the research were:

- KE system is inconsistent and somewhat 'chaotic'
- KE users perceive the process is in crisis
- KE user consensus: not fit for purpose and that results in disengagement
- Notable barriers to entry - many who engaged, currently do not; those that want to for the first time are often sceptical

Key Observations:

- Knowledge Exchange definition and ownership is not clear
- KE cannot be divorced from research (RKE research driven supply side)
- "Professional Practice outdated"
- KE not solely research – (market demand/ institutional responsive)
- Common areas of overlap for reporting/external financing that are HE sector driven – KTP/Partnerships, Contract Research/Consultancy, REF/KEF, HE-BCI, International KE, CPD, Commercialisation
- KE Education: Accredited v non-accredited CPD

What is needed?

- Transformative Leadership Messaging/Action to change mindsets/drive strategy/galvanise faculty/staff (Mindsets)
- Short-term Quick Wins/Delivery (3-6 months) to empower change narrative, empower workstream and build new trust (Operational Micro-Priorities)
- Medium-term Horizon Scanning/Action (1-12 months) to establish profiles to build for start of next University

Discussion

Susie Reynell And Jim Andrews

Discussion

Lee Miles And Ian Jones

Strategy (Tactical Macro-Priorities)

Longer-term Horizon Scanning (12 months plus) where we want to be by end of next University Strategy (2030-32) (Strategic Endgame)

- Transformational Leadership (UET investment):

- TL1: Risk aversion to Risk tolerance
- TL2: KE/Charitable status: move to compatibility
- TL3: © KE balanced portfolio: Reflect Sector Thinking
- TL4: Commercialisation in practice: BetterToolkits
- TL5: KE/Fusion Relationship: closer alignment of strategy and practice ;more explicit on KE value and positioning (post-2025)

Ian and Lee to present proposal for action at UET on 18 July. Anything more urgent can be discussed outside the meeting if necessary.

4.4. Funding Centres and Research Panels

Funding Panels

In summer 2022, RPMC agreed to reduce from seven Funding Panels to three Funding Panels: Research Development; Doctoral Studentships; KE & Innovation. It was agreed to not award any new funding through the panels in 2022/23 but to use the year to set up the new Panels, streamline processes, etc, with a view to awarding funding from 2023/24. A framework was approved by RPMC in September for the Panels to be able to make their own funding decisions in future (within the framework criteria). An Eol process was launched for chairs/deputy chairs for the three Panels. Eols received were reviewed by RPMC a couple of months ago and it was decided not to appoint but to extend the Eol call due to the lack of diversity in the applicant pool. The extended deadline has since passed. However, now there is no RPMC then we have been unable to review the Eols and appoint the Chairs/Deputy Chairs. Decisions required:

- Is there still a commitment to supporting the Funding Panels? YES FOR THE TIME BEING
- If so, who will review the Eols for Chairs/Deputies? JIM
- Where will the Funding Panels report to in future (in lieu of RPMC)? UET

Research Centres

- FHSS:
 - Are planning to realign/disestablish their six Research Centres. Should this plan be presented to UET by Anand? TO COME BACK TO UET FOR APPROVAL
 - Members have voted to change the title of CMMPH to the Centre for Midwifery & Women's Health (CMWH). This needs approval. APPROVED
 - Lee-Ann Fenge (Centre Head) would like to change the name of the National Centre for Post-Qualifying Social Work (NCPQSW) to the National Centre for Cross Disciplinary Social Work (NCCDSW). This needs approval. APPROVED
- BUBS:
 - Have recommended that the Centre for Trade, Development & Transition Economics is disestablished. This need approval. APPROVED
- FMC:
 - Have flagged that they are considering making a recommendation to UET that CEMP changes status from being recognised as a University Research Centre to being recognised as an International Research Centre. This will need to be considered and approved by UET in due course. TO COME BACK TO UET FOR APPROVAL
- FST:
 - Have today recommended the disestablishment of the Intelligent Spinal Biomechanics Research Centre. This needs approval. APPROVED
- RDS:
 - Where will the Research Centre approvals and performance reviews sit in future? WITH UET

The recommendations were accepted and the panels will be kept ticking over. The criteria for awarding funding by the panels to be reviewed. It was agreed to put the topic onto the new PVC's agenda for next year.


Institutes to be looked at as part of the long term review. by the PVC

Decision
Jim Andrews

ACTIONS:

- Anand to present the realigned six research centres for FHSS to UET for approval.
- CEMP changes to come back to UET for approval
- Research centre approvals and reviews to come to UET
- Jim to review the criteria for the panels awarding funding and the membership of those panels.
- Panels to report to UET

 Research Centres by KPIs 21-22.pdf

 Research Centre Annual Reporting 2022 - Collated FRPPC Feedback.pdf

5. Specific items for approval/discussion or note

5.1. Gender pay

KPa reported that there has been a slight improvement on the previous year. It was agreed that we are still not where we want to be but, the figures, are at least, heading in the right direction.

KPa to draw up a proposal for next steps. It was agreed that there has been significant improvement in senior roles, the challenge now is to balance the numbers in the lower grade roles. Strategies for attracting more men to these roles to be explored including revised holiday entitlement and pay progression.


The BAME figures need to include a narrative around the fact that they are mostly captured in academic, and therefore better paid, roles.


KPa to provide figures split between Academic and Professional Services.

It was acknowledged that the change in culture will take time to achieve and change shouldn't be forced too hard as it may have unintended consequences.

ACTIONS:

- Figures broken down to each area to be issued to EULT prior to the meeting on 7 June.
- Inclusivity and culture to be a theme for the meeting on 7th June

 genderpaysummary.pdf


 Gender Pay Report May 2023 FINAL.pdf

5.2. Staff experience

The paper which summaries the activity to date and gives an overview of staff experiences was approved and is to be presented to FRC in June.

KPa to add an explanation that, although there has been an increase in the number of sick days due to the pandemic, the numbers are better than the sector overall.


A staff survey to be undertaken in the Autumn,

 staffexperiencefinaldraftKPcomments19may.pdf

5.3. Academic Reporting Dashboard Summary for May 2023

It was agreed that it is a good start but not all the information is useful and other data that could be useful is missing. The data will have been shared with the Deans.

Deans to be briefed by JA so that they are in a position to discuss their top 3 material challenges with UET on 6th June. Best practice to then be shared in order.

 ARD Summary 2023-05.pdf

5.4. Update on committee changes

- Admissions group updates: new programme approval and new confirmation and clearing group
- SVEC update: ToR for approval, approved by the committee 11th May

Admissions group updates: new programme approval: KPh - Flow chart approved

Confirmation and Clearing Group: KPh - approved with 2 amendments

- Report to UET during July
- -UET to be invited to attend during Clearing and updates to be sent daily

Discussion

Karen Parker

Discussion

Karen Parker

Information

Susie Reynell





Discussion

UET

Committees

- ARG have now approved the proposals relating to Value for Money steering group
- The Fees group has now been disbanded

SVEC - Terms of Reference - Approved. Deputy Deans and SR to be added

-  Programme approval.pdf
-  Confirmation and Clearing Group.pdf
-  committees next steps chart April 23.pdf
-  SVEC ToR for review updated May 2023.pdf

6. Standing item: reportable events

Discussion

Reportable events update

Chair

Apprenticeship scheme - return of funds : Ofs to be kept up-to-date

7. Future Meetings

Note

Chair

- Future UET meetings
- Professoriate away afternoon 4th July
- ULT 7th June
- FRC agenda
- ARG agenda

Professoriate away day - proposed schedule approved.

UET meetings - approved. Internal audit to be added as an agenda item

DW joined the meeting on Teams

FRC

DW to send updated minutes to UET

JA questioned logic to having Fusion building reiew on the agenda - post implementation discussions to be picked up separately

LGPS valuations have been discussed several times - DW to confirm if this is still to be on the agenda

Pay and progression : verbal update to be given on the timelines and the risk of pay inflation

SR to clarify the Reserves Policy

ARG

Student Union Code of Practice: to be refreshed - DW's team to lead

PWC - Student recruitment and TRAC return to be ready in time for meeting - SR

Internal audit plan - based on the plan that went to ARG previously - no changes proposed for 23/24








Faculty reviews: HSS this year, BUBS next year (SR)

Apprenticeships Update: Phil Sewell to be invited to give a short update

Non-compliance - keep on the agenda for June

Value for Money progress report: SR not expecting to give another update prior to the annual report

CLAC - JA to add to Regulatory Risk Register. DW to feed back to Karima. JA to follow up off line.

-  professoriate awayday.pdf
-  UET 6th June 2023.pdf
-  UET meeting planner to share with ULT.pdf
-  FRC Agenda 9 June 2023.pdf
-  WFP May 2023.pdf
-  FRCJun23CriticalMass_Final.pdf
-  ARG 23 June 2023 agenda v1.pdf

8. AOB

Chair

Risk Register: JF to add agenda item to future UET meeting. A qualitative discussion required.

IT restructure - JA circulated organisation chart out of the meeting which was approved

International Students and their dependents: the government has announced new rules which will become effective in January 2024. Partners and children of graduate students other than those studying on courses designated as research programmes will no longer be allowed to apply to live in the UK during the term of the course.