

UET meeting

Tue 26 September 2023, 10:00 - 13:00

Attendees

Board members

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

In attendance

Jane Forster, Julie Kerr


Meeting minutes

1. Minutes and Matters arising from the previous meeting

Approval

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

Chair

 [Minutes_UET meeting_190923.pdf](#)

1.1. Review of actions

Discussion

The minutes were approved as being an accurate record of the meeting and there were no matters arising. Some redactions required before publication.

All

The Action Log was noted and will be kept under review. It was reconfirmed that Shelley will lead the discussions with SUBU (meeting to be arranged) with regard to Cost of Living initiatives - discussions to include education of students on budgeting.

 [UET actions after meeting 19th Sept 23.pdf](#)

2. Finance discussion




Susie Reynell

2.1. Cash flow update

Information

Susie Reynell

[Redacted content]

 [\[Redacted\] Management Accounts July 2023 V2 draft.pdf](#)
 [UET - Weekly Cashflow Forecast Narrative w-e 22 Sept 2023.pdf](#)
 [UET - Weekly Cashflow Forecast w-c 25 September 2023.pdf](#)

2.2. Bids for approval

Approval

Susie Reynell

There was one Bid for approval. As the bid is currently showing a 10% shortfall in the recovery rate, SR to establish whether this can be improved at all. The Bid was approved in principle.

RED ID	13486	BU PI	Vanora Hundley
Project Title	Can co-created simulations improve Maternal, Newborn and Child Health (MNCH) system responses following disasters in Nepal and Pakistan?		

 Narrative for UET meeting 26.9.23.pdf

2.3. Management Accounts

Discussion

Susie Reynell

Report to also be included in the ULT pack.

SR reported that:

- Overall, the figures are positive. [REDACTED]
- Delapidation provisions are included within this figure.
- The extra costs relate to there being more students.
- High inflation rates are also included.
- IT underspend - **ACTION**: SR and JA to work on moving towards being able to forecast IT spend more accurately - need a forward view on CAFs and contracts. IT Projects were down in the year.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Academic Services performed as expected although costs are increasing due to the greater number of Apprentices.
- Pension figures are not yet available.

3. Leadership, culture and staff experience

Discussion

3.1. Pay progression and promotion overview and analysis

Discussion

Karen Parker

The key highlights were:

- The number pay progression applications was one of the highest ever received (197 applications, representing 31% of the eligible academic population).
- In 2023 30% of eligible male academics (93/311) and 32% of eligible female academics (104/321) applied for pay progression.
- The proportion of female applicants (53% or 104/197 applicants) remains slightly higher than the proportion of male applicants.
- The number of applications continue to vary across the four Faculties.
- Education remains the most popular area of Fusion to be listed by applicants as their first 'excellent' area on the pay progression application form.
- Approximately four-fifths of applications were received from those currently graded 7-9 (160/197 applications or 81%).

Pay Progression Results:

- In 2023, 16 applications were received from part-time academics and of these applicants 10 (63%) were successful.
- The majority of successful applicants listed Education as their first 'excellent' area on the pay progression application form (47% or 58/123 applicants).
- In 2023 amongst those currently graded 7-9, the success rate was 64% for female academics (55/86)

and 49% for male academics (36/74). The success rate is higher for women in comparison to 2022 and has stayed the same for male academics.

- In 2022 amongst those then graded 7-9, the success rate was 58% for female academics (47) and 49% for male academics (31).
- In 2023 amongst those currently graded 10+, the success rate was 89% for female academics (16/18) and 84% for male academics (16/19). The success rate for female academics at these grades is significantly higher compared to 2022. In 2022 amongst those then graded 10+, the success rate was 62% for female academics (8) and 80% for male academics (20).
- Percentages of successful applicants by Faculty vary slightly with a range of 19% between the lowest and highest success rates
- In 2023, 55 applications were received from applicants declaring an ethnicity other than white and of these applicants 31 (56%) were successful
- 9 applications were received from academics with declared disabilities and of these applicants 5 (56%) were successful
- In 2023, 16 applications were received from part-time academics and of these applicants 10 (63%) were successful

Academic Promotion Analysis

- More promotion applications have been received in 2023 than in any other year. (177 applications, representing 30% of the eligible academic population.
- In 2023 29% of eligible male academics (83/287) and 30% of female academics (94/309) applied for promotion.
- Female applicants accounted for over half of total applicants in 2023 (94/177 or 53%).
- The same proportion of male and female applications were from those currently graded 7-9.
- 70% of eligible part-time academics were female (76/109) and 100% of part-time applications were received from women (11/11).
- 10% of eligible part-time academics (11/109) and 30% of eligible full-time academics (166/487) applied for promotion in 2023.
- 65% of applicants (115/177) listed Education as their first 'major area' on the promotion application form.
- Three-fifths of candidates applying for grades 10 and 11 were shortlisted in 2023 (60% or 29/48 applicants).
- The percentage of women shortlisted (15/23 or 65%) was higher than percentage of men shortlisted (14/25 or 56%).
- Percentages of candidates shortlisted and then promoted continue to vary by Faculty and over time.
- The percentage of female applicants promoted (59/94 or 63% is slightly higher in comparison to the percentage of male applicants promoted (48/83 of 55%).
- Amongst those currently graded 7-9, promotion rates were slightly higher for women than for men. In 2023 60% (51/85) of female academics currently graded 7-9 were promoted, compared to 57% (43/75) of male academics. In 2022 the rates differed significantly between genders: 71% of female academics (59) then graded 7-9 were promoted, compared to 41% of male academics (29).
- Amongst those currently graded 10+, promotion rates were again much higher for women than for men. In 2023 89% of female academics were promoted (8/9), compared to 63% of male academics (5/8) (Please note that there is one G10+ female application outstanding). In 2022 the differential in success rates between gender were similar: 63% of female academics then graded 10+ were promoted (5), compared to 40% of male academics (4).
- 65% of applicants declaring an ethnicity other than white (31/48) were promoted and 58% of white applicants (71/122) were promoted.
- 12 applications were received from academics with declared disabilities and of these applicants six (50%) were successful.
- 82% of part-time applicants were promoted (9/11) and 59% of full-time applicants were promoted (98/166).

Work is underway to establish:

- Why there are low numbers of applicants for pay progression.
- Why there are continuing lower numbers of applicants for pay progression in FHSS compared to the other three faculties.
- Noting that during and post pandemic, education was likely to dominate as the area of excellence, what steps are being taken across faculties to ensure research and practice are key areas of activity.
- Why success rates are lower in FHSS and FMC this year, compared to the other faculties.
- Why there are relatively lower female applicants at G10+ for pay progression in FST compared to the other faculties.
- Why are there relatively low applicants for pay progression who have declared their ethnicity to be other than white.
- Why there are low numbers of pay progression applications from staff who have shared that they have a disability.
- Why there are still low numbers of part time staff applying for pay progression.
- In terms of promotion, whilst applications have increased again this year, they only represent 29% of the eligible male population and 30% of the eligible female population, so this needs to be explored further. Work has been ongoing to look at length of time staff have been on a particular grade to establish trends in terms of gender, ethnicity, part time etc.
- Why applicants continue to be lower in number in FHSS
- Why there has been a decrease in applications of part time staff compared to 2022 and why these are generally lower than expected
- Why there are lower numbers of shortlisted applicants for 10+ in the Faculty of Media and Communication (noting that in 2022 Business School was lowest in this respect)
- Are there trends in cases for applicants who have declared their ethnicity to be other than white

In terms of professional support staff, work is underway to establish:

- Given the number of eligible staff, why there are low numbers of applicants for discretionary pay progression,
- Why there are low numbers of BAME staff applying
- Why there are low numbers of disabled staff applying.

The above outcomes and associated costings will be reflected in the workforce plan and budgets.

This is a massive workload for HR and has implications for other areas too including payroll, grievances, appeals, general admin etc.

Need to have a look at timings - maybe levels 7 - 9 could be done in the Spring with 10+ being done in the Autumn.


It was agreed that it is incumbent on applicants to ensure their BRIAN profiles are kept up-to-date as this will be a pre-requisite for the promotion and pay panels.

Pay and progression is not currently linked to appraisals.


It is crucial that Performance Management reviews are carried out and acted upon. Need to set a benchmark of what good looks like and manage expectations and focus more on objective setting.

Faculties to set up their own panels for grades 7 - 9. Training required as it is important that decisions are consistent and transparent in order to avoid appeals and grievances later down the line.

It was agreed that the process needs to be more connected and less bureaucratic.

 Copy of Appendix Two Academic Promotion Tables 2023 (as at 18.09.2023).pdf

 Copy of Appendix One Academic Pay Progression Tables 2023 (as at 18.9.23).pdf

 Overall Pay Progression Analysis 2023 (Data as at 18.09.23) FINAL.pdf

 Academic Pay Progression and Promotion Paper 2023 FINAL25sept.pdf

3.2. Staff Survey Recommendations

Decision

People Insights were approved as the supplier.

Karen Parker

It was agreed that it will be crucial to follow up the survey with a detailed action plan to deal with the feedback.

ACTION: Karen to come back to UET with a proposal for the questions and timing

- Appendix 1 - People Insight - Bournemouth University June 2023 - Updated August 2023.pdf
- Appendix 2 - Culture Amp - BU Engagement Proposal.pdf
- Appendix 3 - Engage - EmployeeSurvey2023.pdf
- Draft 4 UET Report on 2023 Staff Survey Recommendations.pdf

3.3. Leadership & Talent Development Update.

Discussion

Paper is still a work in progress and will be presented to FRC in October.

Karen Parker

4. RKE

4.1. Studentship discussion

Decision

Julia and Fiona joined the meeting:

Julia Taylor And Fiona Knight

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] FST has received 60% of the funding over the course of the last 5 years. The cost of a fully-funded studentship from the UK is £79,912 compared with £109,866 for an International student. The cost of match-funded studentships is £41,979 and £78,933 respectively.

Thoughts and recommendations:

- BU studentships - QR RDP funding linked to REF 2021 performance
- Maximise return on investment to strengthen future REF environment narratives - focus on quality of applicant/projects/value, transparency
- Consider competitor activity - Northumbria currently advertising 100 studentships available
- Shift focus from STEM and encourage studentships in SSH
- Target investment in key areas
- Longer term planning needed
- Consider how the 5 studentships are allocated -
 - use a funding panel - but costly
 - ask students to put forward proposals
 - allocate direct to faculty to choose FF or MF studentship
 - prioritise allocation to UoAs - could be advertised early to recruit best candidates
 - allocate in line with ESRC SWDTP model i.e. allocate the best student defined project
 - all students to be from one Faculty or research area each year

Decision on the way forward required within the next couple of weeks as announcements normally take place in October.

Next steps:

- Consider what is best use of QR funding in this area
- Consider whether fully-funded studentships are affordable going forward
- Look at fee waivers to see whether some money could be redistributed to studentships
- Engage with external partners to source match-funded studentships as other universities do - would be preferable to do 10 x match-funded rather than 5 x fully funded.

ACTION: KPh to follow up and bring a proposal to UET for discussion

4.2. QR plan

Andy Scott and Shelly Stringer were stood down as there was more work to be done on the paper before confident decisions can be taken by UET:

- Much more clarity required on what QR money is being spent on, what is already committed and what is discretionary.
- Need flexibility to support more REF related activity.
- The paper currently states that RPMC are able to approve expenditure, which is not the case, so needs re-wording.
- ATRS - this should have stopped.
- More clarity required with regard to the table in 5.2 of the paper. Are most of the staff and subscriptions already committed?

ACTION: KPH to follow up on all of the above to ensure that the right outcomes are being driven. A massive opportunity to take a more strategic approach and to realign with current framework. KPh to work with SR with regard to the imminent committed spends and the new Associate PVC, once appointed, to look at discretionary spends.

 UET QR Spending Plan v3.pdf

Decision

Keith Phalp,

5. Items for approval and note

5.1. Annual report on student services and student welfare

Mandi joined the meeting to present the annual report on Student Services and Student Welfare:

5 departments -

1. Careers and Employability,
2. Frontline Services,
3. Residential Services,
4. Sports and Culture (including Chapel Gate),
5. Student Support and Wellbeing.

The Directorate also manages the contracts with:

1. Dorset Healthcare University Foundation Trust, (DHUFT) for student counselling and wellbeing support and the
2. Talbot Medical Centre for on-site GP and nurse practitioner provision.
3. Faith and Reflection service - partnership between BU, AUB, the Diocese of Salisbury and the Talbot Village Trust,
4. Dorset Police to provide a Bournemouth Campus Neighbourhood Police team.
5. University Retreat a joint project with AUB, AECC, BHCA and the Integrated Care Board (ICB) and funded by the ICB.

The service also manages:

1. student bursaries,
2. student support funds,
3. US federal Loans
4. confirmation of Acceptance to Student (CAS) for international students
5. out of hours Welfare Duty Officers response team.

Discussion

Mandi Barron

This is a massive remit and there has been an amazing amount of activity and progress made in all areas including:


- Suicide prevention - this has been a massive focus and BU is now well placed with both this and Welfare generally
- Mental Health has been a critical area of focus and a difficult area to manage as many issues could be dealt with by the NHS.
- Careers progressed nicely
- Chapel Gate is great and is moving along
- Staffing is stable this year and having a few more members of the team has helped
- OfS's interests have all be accommodated

Looking forward to 2023, the Directorate will:

1. Review counselling provision.
2. Work towards the University Mental Health Charter, recruiting a Project officer to support this work
3. Appoint an EDI Officer to provide a greater focus on areas of student EDI as it impacts their retention and satisfaction
4. Reforecast student accommodation for 2024/25 with any additional bed spaces contracted submitted to UET for approval.
5. Take a broader review and initiate proposal for the size and shape of BU's future accommodation portfolio as many of the current agreements for accommodation coming to an end from 2026/27.
6. Review the staffing resource to ensure we can remain compliant with our sponsorship requirements re the Immigration Advice and Compliance team
7. Work with Director of IT and others to deliver a replacement enquiries and case management system for SID.
8. Look to improve the facilities we offer to students and staff. This includes a refit of the Talbot Campus gym, the introduction of Les Mills virtual class offering, a newly refurbished and larger strength & conditioning suite, improved student experience using our XN system for bookings, Studland House ground floor for fitness facilities.
9. Look at our programmes to ensure that we are providing maximum spaces for students to engages in physical activity at different levels.
10. Will continue to build the 3G Football Foundation at Chapel Gate - opening by Christmas.
11. Review protocols and processes to ensure cohesive and collaborative working in the new space across the different functional teams who have not previously been co-located.
12. Develop a Safeguarding and Wellbeing training matrix for all BU staff with mandatory training based on levels of role and responsibility, this will be finalised during the 2023/24 academic year with a view to implement as soon as possible.
13. Develop CareersBU to include entrepreneurship, mentoring, and the introduction of a new set of graduate attributes as well as possible procurement of a new online careers platform and a review of placement activity.

ACTIONS: Mandi to tweak action plan spread sheet for the Board with an additional column to update on progress and to review the action plan itself.

 Annual Report on Student Services and Student Welfare 2022-23 .pdf

 Sexual Misconduct Action plan.pdf

5.2. Case & Enquiry Management Business Case and Costs

Jim Andrews

This is a new CRM system for students and will ensure that all data is GDPR compliant and in one place for ease of audit and will facilitate a better student experience. It will integrate the systems currently in use (but not with SUBU) and ensure that teams have access to all the information they need to provide the best possible student experience. It will future-proof record keeping and ensure that BU complies fully with its duty of care with regard to mental health issues as every part of a student's journey through BU can be annotated and tracked. It will have the capacity/ability to have a student app built-in.

It is likely that the project will be headed by Shelley.


The project is yet to go through the Procurement process.


SITS will not be retendered.

Brightspace contract is due to be renewed shortly.

ACTION: SR to work with JA to investigate whether the project can be capitalised over a number of years.

The paper was approved in principle subject to the legal aspects of the procurement contract and recommended it for discussion at FRC.

 Case & Enquiry Management Business Case September 2023 - Final UET.pdf

 Case & Enquiry Management Project costing July 2023 2.pdf

5.3. Apprenticeships - URN for approval

Phil joined the meeting and was congratulated on his appointment as Director of Apprenticeships and Skills.

The URNs for 5 places on the ECP programme were noted and approved.

 Contract_Issue_10353-3455_Bournemouth_Univers.pdf

 S10353 Bournemouth University APRIL 2023 BID.pdf

6. Standing item: reportable events

Discussion

Reportable events update

Chair

There were no new reportable events discussed.

The situation with regard to marking is unchanged.

7. Future Meetings

Note

Chair

7.1. Other ARG papers for 6th October

Discussion

7.1.1. Apprenticeships

Discussion

Phil Sewell

The paper was approved for submission to ARG. PS to present the paper to ARG in person.

On SR's recommendation, PS to add in a sentence ' following discussion with our audit partners the audit partner has stated that he would be supportive of us making a final provision in the accounts as the risk is low that we will be required to return more money' in order to give ARG confidence that decisions have not been taken unilaterally.

 Degree Apprenticeships update to ARG.Oct 23 v2.draft.pdf

7.1.2. Data Quality Policy

Discussion


Susie Reynell

1. ARG Paper - Annual Review of Data Returns Process and DQ Policy
2. ARG Appendix - Data Quality Policy
3. ARG Paper - Validation of Data Returns (*Quarterly Update*)
4. Data Quality Risk Assessments (*for UET information, a summary of changes is provided to ARG in paper 1 but the risk assessment document itself is not forwarded*)

There were a few small changes to the policy which were approved.

ACTION: SR to review the use of PRIME's time - currently they carry out checks for reasonableness for Remcom, TRAC and Gender Pay but their time may be better spent in other areas. SR to discuss requirements further with ARG.

 Risk Assessments 2023-24 Draft.pdf

 Data Quality Policy 2023-24 DRAFT.pdf

- 📄 ARG 2023-10 Annual Review of Data Returns Process and DQ Policy.pdf
- 📄 ARG 2023-10 Validation of Data Returns.pdf
- 📄 2023.10 Review of KPI Datav2.pdf

7.1.3. Financial Statements

Susie Reynell

ACTIONS:

- JF to work with SR on the track changes for the document - to then be sent to Jane W for review.
- SR to work on a softer narrative for the front sheet.
- SR to check the numbers showing for 22/23 on page 36 - is it a coincidence that the figures are the same for both years.
- Pension figures are not yet booked as the numbers aren't yet available.

📄 Financial statements Bournemouth University 2022-23 Working amendments draft vARG.pdf

7.1.4. ARG - Risk Register

Susie Reynell

The track change version of the Risk Register Policy was noted and approved.

📄 2023-10 ARG Risk Register v2 (Tracked Changes).pdf

7.1.5. TRAC Return Governance for 2022/23

Susie Reynell

The TRAC paper was noted and approved for discussion at ARG.

📄 TRAC Cover Sheet October 23.pdf

7.2. Preparation for ULT on 27th September

Discussion

The agenda was approved:

All

- Slides - 1 hr
- Management Accounts
- Risk conversation - risk appetite will not be discussed at this stage.

8. AOB

Chair

8.1. Cibyl Mental Health Survey

Shelley Thompson

This is a national survey that would enable BU to benchmark itself against other universities. It would provide quality data on mental health issues and is a forum for discussion. The data would be used to formulate and improve student surveys within BU and to drive the education piece including normal feelings versus mental health issues and enable a more nuanced approach. The cost of £7K was approved which would be paid for by OfS.

8.2. SUBU

Susie Reynell

REDACT

[REDACTED]

8.3. Review of Public Information Report

Jim Andrews

Comments to JA by the end of the day

8.4. KEF Results

Jim Andrews

Due 27 September

8.5. TEF Results

Jim Andrews

Due 28 September

8.6. Accommodation for 2024

Jim Andrews

Need to prioritise as current forecasts show a shortfall of around 400 beds. Leases to be reviewed and additional space to be sought.

It was proposed that the accommodation guarantee will be phased at this year

8.7. JCNC

Keith Phalp

JCNC have asked for mandatory training for managers in many different areas, including performance management. This needs to be discussed further to define who and what should be mandatory.