

## UNIVERSITY BOARD

## MINUTES OF THE MEETING HELD ON FRIDAY, 27 APRIL 2012

- Present: Mrs S Sutherland (Chair).  
Mr J Andrews (Executive Director of Organisational Development); Mr C Appleton; Ms M Barron; Dr P Barnwell; Prof M Bennett (Pro Vice Chancellor); Mr I Carter; Prof R Conder; Mrs J Dawson; Mr J Francis; Mr J Granger; Prof C Hallett; Mr T Horner (Students' Union at Bournemouth University, President); Ms M Mayer; Prof T McIntyre-Bhatty (Deputy Vice Chancellor Student Experience, Education & Professional Practice); Mr D McQueen; Dr P Rawlinson; Prof E Rosser; Mr D Reeve (Interim Director of Finance); Mr R Spragg; Prof J Vinney (Vice Chancellor); Mr D Willey (Deputy Vice Chancellor).
- In Attendance: Ms L Bryant (SUBU President Elect); Mr N Richardson (Clerk to the University Board); Mr G Rayment (Committee Clerk).  
  
Ms D Wakely (Legal Services, Item 5.4).
- Apologies: Mr D Hines; Mr T Lee (Deputy Chair).

*The Chair welcomed Mr McQueen and Ms Bryant to their first meeting of the Board. Members congratulated Prof Conder on his election to the position of People's Deputy in Guernsey's States of Deliberation. The Chair also thanked the SUBU President for his excellent pre-dinner presentation the previous evening.*

Declarations of Interest

*Mr Willey and Prof McIntyre-Bhatty informed the Board that they were Directors of the University's subsidiary companies, BU Ltd and BU Innovations Ltd. Mr Willey was also a Director of SEEL and SCILS and informed members that his daughter was currently applying to study at Bournemouth University. Dr Barnwell and Prof Bennett declared their interest as Directors of BU Enterprise. Mr Richardson declared an interest in St Aldhelm's Academy as the previous Chair of the Board of Governors.*

**1 MINUTES OF THE PREVIOUS MEETING (27 January 2012)**

The Minutes were approved as an accurate record.

**1.1 Matters Arising**

- 1.1.1 KPIs (Minute 2.4): The gearing ratio is now included in the KPI set (KPI 14) as requested by the Board and the KPIs were submitted for approval at Item 2.3 (below).
- 1.1.2 Strategic Plan (Minute 2.9): An update was provided at Item 2.4 (below).
- 1.1.3 Lansdowne Site (Minute 3.1.1.4) and Dorchester House (Minute 3.1.2.1): An update was provided at Item 3.2.1 (below).
- 1.1.4 Enterprise Strategy (Minute 3.2.2): This would be included on the July Board agenda as previously agreed.
- 1.1.5 St Aldhelm's Academy (Minute 5.1): This was ongoing and an update was included at

Item 5.1:Related Companies Project (below).

1.1.6 BU Enterprise (Minute 5.2.1): This would be taken forward at the June meeting of the Audit, Risk and Governance Committee (ARG) as previously agreed.

1.1.7 BU Foundation (Minute 5.4.1): This was covered at Item 5.5 (below).

## **2 BU 2018 STRATEGIC PLAN**

### **2.1 Strategic Plan Update**

The Vice Chancellor (VC) introduced this report which updated members on the development and implementation of the Strategic Plan 2012-2018 which had been approved by the Board in January 2012, subject to one further round of staff consultation. That consultation had now taken place and resulted in some minor amendments only, with no material changes being made to the plan. Work was now progressing on finalising the detailed delivery plans and budgets for individual Schools and Services. These plans had been subject to a process of close scrutiny by the University Executive Team UET) and would be finalised by 30 April and collated into a University wide plan. Budgets would be submitted to the Finance and Resources Committee (FRC) for consideration, before being submitted to the Board along with the summary delivery plan for approval in July. Six cross-cutting themes had also been identified (as set out in 1.3 of the paper) which would be led by UET member and taken forward by a series of Task and Finish Groups. Communication of the Strategic Plan was recognised as being key to its success, and the VC tabled a summary brochure which had been published to disseminate the key messages, along with a web microsite which was currently under development.

#### **ACTION 1:**

Budget to be submitted to FRC for consideration at its June meeting, prior to submission to the Board along with the summary delivery plan for approval at the Board's July meeting.

#### **ACTION BY: VC**

### **2.2 Future Programme Management**

The VC presented this report for the Board's information, setting out the outcomes from a review of the University's current change management process and proposals for a new Programme Board structure. The proposals were designed to provide a clearer, more streamlined process which separated project delivery from 'Business as Usual' (BAU) activity. Members broadly welcomed the proposals and noted the need for staff communication and engagement on the proposed changes, particularly in light of staff survey results suggesting there was too much 'change for the sake of it'. It was also suggested that there needed to be an emphasis on the links between project delivery and benefits realisation, with clear lines of responsibility. It was felt important that those staff involved in BAU activity were still closely involved in the definition and final handover of projects. The EDoOD also explained that the current members of the Change Management Board had not seen the detailed proposals for the new structure, but were aware of the key issues and points under consideration.

### **2.3 KPIs and PIs**

2.3.1 The VC presented this paper which followed on from previous discussions and sought the Board's approval of the KPI set. The UET were confident that these 14 KPIs provided for effective mapping of performance. He explained that data was not

currently available to populate all of the 15 PIs which comprised the 'Academic Strength' KPI. All of the KPIs were felt by the UET to be ambitious but achievable. Members discussed the KPI on graduate employment which referred to students achieving any form of employment rather than just graduate jobs. It was noted, however, that the Government's Key Information Set (KIS) required monitoring of graduate employment in graduate jobs, although the Government did not set actual targets for these areas. It was agreed that the Board would receive data on KIS indicators where these were different to the University's own KPI set.

- 2.3.2 Members also debated KPI 4 on Average UCAS Tariff Points and noted that the average target for this KPI remained constant through to 2018. The VC explained that this was a 'threshold' KPI which would trigger a response should performance fall below the target. The University was starting from a relatively low base in terms of Tariff points and this threshold was felt to be realistic. Members debated the perceptions around student contact time and whether this should constitute a KPI. The VC explained that the intention was to measure the quality of student contact rather than the quantity, with contact seen within the context of Fusion as a partnership between staff and students. However some members were not convinced by this argument and felt that contact time in itself was an important indicator for potential students. It was also suggested that there was a need for greater consistency between courses in terms of the amount of contact time a student could expect.
- 2.3.3 Members also noted the relevance of the KPI in respect of staff/student ratios and that this did not always relate directly to contact time, for example where staff were engaged primarily in research. It was explained that a staff student ratio of 18 was typical of the top 50 Universities and that staff investment had been carefully considered as part of the strategic delivery plan formulation. Contact time would be measured as part of the KIS data and would feature in the PIs, with teaching quality continuing to be monitored and improved.
- 2.3.4 Members debated KPI12 (Annual Contribution %) with many expressing the view that 9% in 2018 was an inappropriately high target. It was agreed that this should be revised to 6%. They also asked whether KPI data would be available by School and it was noted that this could be provided.
- 2.3.5 In summary, the Chair confirmed that the Board broadly supported the proposed KPI set and noted that some targets were more aspirational than others. It was agreed that KPI 12 should be amended as above; that consideration should be given to how research and knowledge exchange income should be monitored and that for future meetings School level data would be provided as supplementary information in electronic format. The Board agreed that there should be consistency between the KPIs and the KIS data set where possible, and that where they differed separate reports on the KIS indicators would be provided to the Board alongside the KPIs (for example, on student contact time). They also stressed the need for the KPIs to feed through to increased student satisfaction and to be subject to regular review.

**ACTION 1:**

KPI set broadly approved subject to the above comments. FRC to consider further the monitoring of research & knowledge exchange income.

**ACTION BY: VC**

2.4 Financial Risk Mitigation Policy

The Interim Director of Finance (IDoF) presented this paper which set out the details of potential actions that the UET should take to limit the University's financial exposure should certain lead indicators occur, and the mitigating actions to be taken. At the suggestion of the FRC, the policy also now incorporated a set of guiding principles that would be followed in determining the mitigating areas. The Board would receive reports

of any emerging circumstances which may trigger the need for mitigation. The Policy was approved.

### 3 ONGOING STRATEGIC PLAN IMPLEMENTATION

#### 3.1 EIS Review Outcome

- 3.1.1 The VC introduced this report which had arisen from concerns previously expressed about the operation of the University's IT services. A draft report by consultants Deloitte had been circulated, although it was noted that this would be subject to amendments, particularly in terms of adding additional context as well as some factual corrections (for example, the University's spend was not in the upper quartiles as suggested in the report). The report considered a range of areas and identified particular issues to be resolved. In particular these included the problems arising from conflicting resources between project delivery and BAU and the fact that budgets had been underestimated. As a result 2011/12 and 2012/13 BAU budgets would be re-baselined to include an additional [confidential] per annum. Certain identified IT capital projects would also be delayed to allow for a capability programme to be conducted to review underlying infrastructure issues. The capability programme would require [confidential] (already included in the forecast outturn, but being brought forward). UET had fully considered the impact of delaying the identified IT projects and carefully prioritised them accordingly.
- 3.1.2 Members considered the proposals and endorsed the additional [confidential] required. It was agreed that Dr Rawlinson and Mr McQueen, as independent Board members with particular experience in the IT field, would work closely with UET on the response to the report and associated action plan. Members expressed disappointment in the report and agreed that the Audit, Risk and Governance Committee (ARG) should receive a report at their next meeting setting out how this position arose and why the risks had not been identified earlier. It was agreed that the Board's consideration of the response to the Deloitte report could not wait until the Board's next meeting, but should be circulated to all members for consideration outside of committee in three weeks.

**ACTION 1:**

Prepare a report and recommendations responding to the Deloitte review and circulate to the Board for consideration in three weeks. Dr Rawlinson and Mr McQueen to work directly with UET on the preparation of this report on behalf of the Board.

**ACTION BY: PR/DM/UET**

**ACTION 2:**

Submit a report to the next meeting of the ARG (June) which considers any possible risk management failings which may have contributed to the current situation.

**ACTION BY: UET**

#### 3.2 Estates Development Implementation Issues

##### 3.2.1 Site Acquisition in Lansdowne

[Confidential]

##### 3.2.2 University Centre Yeovil (UCY)

The DVC(DW) presented this paper to the Board for information, pending the likely

submission of a future proposal on the disposal of the University's interest in UCY for the Board's approval. Members noted the background and the issues of the implications for BU Staff based at UCY and possible ramifications in respect of the impact on the local community.

### **3.3 Review of Fees**

- 3.3.1 The DVC(DW) presented this paper on the review of UK/EU undergraduate fees for 2013 entry. The paper summarised the rationale leading to the current price structure, developments since the previous fees were agreed, and four options for 2013 fees. [Confidential].

## **4 STANDING REPORTS**

### **4.1 VC's Report**

#### **4.1.1 BU Update**

The VC presented his regular update report for the Board's information. He highlighted the consultation on future student number controls with particular reference to the impact of the 'core and margin' structure which had polarised the sector, with some institutions reducing their fees to below £7,500 in order to qualify. Intelligence suggested that the core and margin structure would continue, but possibly with a reduction in the qualifying fees threshold. It was also likely that the AAB threshold would be reduced to ABB. Applications for 2012 were continuing to be monitored closely [confidential]. The response rate to the National Student Survey (NSS) was much higher than the previous year (currently 71%). He also reported that Claire House-Norman had been appointed as Head of Alumni and Development, and the search continued to appoint a Business Engagement Leader.

#### **4.1.2 Update on the Executive Director of Finance & Performance appointment**

The VC reported that Mr Andrew Riggs had been appointed as the Executive Director of Finance and Performance, commencing July 2012. This would allow for a short handover period with the current Interim Director of Finance.

### **4.2 Students' Union Bournemouth University (SUBU)**

#### **4.2.1 SUBU Update**

The SUBU President presented his report on SUBU activity. He highlighted the need for SUBU to acquire a more visible location on the campus in light of the decision not to include a new location for SUBU alongside the new sports facilities on Talbot campus. Research had shown that the Fusion concept was being welcomed by students and was already part of their day-to-day experience, although he emphasised the need for excellent teaching quality to receive equal priority to research. A 'contriBUte' scheme had been launched to help facilitate student engagement on a range of BU projects. He highlighted the excellent participation levels in the recent sabbatical officer elections and also welcomed the improvements which had recently been made to the student facilities on the Lansdowne campus. He drew members attention to anecdotal evidence of issues arising from the 'semesterisation' of courses and the impact on students. SUBU would continue to work with the University on the introduction of a Common Academic Structure. Finally he reported on SUBU funding and explained that an increase in the block grant would allow SUBU to rely less on commercial activities, improve its services to students and improve its feedback to the University on issues affecting students. The Members welcomed the report and noted the comments made in respect of funding and semesterisation. Members were encouraged to attend the SUBU annual review event on 7<sup>th</sup> June.

### **4.3 Chair's Reports**

#### **4.3.1 Chair's Action and Use of the University Seal**

Members noted this report.

#### **4.3.2 Membership**

The Board approved the re-appointment of Mr John Knowles as Co-opted member of the Board for a single term of three years.

Mr Appleton withdrew from the meeting while the Board approved the extension of his appointments by a second term of three years.

#### **4.3.3 Any Other Matters**

There were no other matters to report.

## **5 OPERATIONAL REPORTS AND PROJECT UPDATES**

### **5.1 Related Companies Project: Update**

The EDoOD presented this update which reported on the outstanding work streams from the Related Companies Project. Progress reports were provided on each of the related company audits and work was ongoing to identify training needs for BU appointed Directors. Progress regarding St Aldhelm's Academy was to be reported to the next meeting of the ARG. A draft paper on the review of the role of the Clerk to the Board had been prepared and was currently being finalised. A final draft would be circulated to the Board in advance of its next meeting.

### **5.2 Staff Survey Results Update**

The EDoOD presented the headline results of the recent staff survey. Out of 47 areas showing significant change, 40 had shown improvement but there were still some specific areas which required further work. Overall staff satisfaction had increased and Schools and Services would receive individual reports for their own areas in order to develop tailored action plans. Consideration was being given as to how the results might be benchmarked against other institutions, either within HE or other sectors. It was noted that the response rate for academic staff was lower than for professional and support staff, but that this reflected the current staff ratio.

### **5.3 Report from the Change Management Board**

The DVC (DW) presented this report for information. Two specific proposals were presented to the Board for approval plus one for information (below).

#### **5.3.1 Science and Skills Lab Improvements**

The Board noted the recommendation of UET and FRC and approved the proposals to upgrade three laboratories at a cost of [confidential].

#### **5.3.2 Cranborne House Refurbishment**

Members considered the proposals for the refurbishment of Cranborne House, including the conversion from electricity to gas fuelled heating, which was recommended by UET and FRC. They noted the improvements this would deliver to the student experience and the alignment with the Strategic Plan and Carbon Management strategy. The proposal, at a total cost of [confidential], was approved.

#### **5.3.3 Desktop Refresh and Windows 7 Migration**

Members noted this report for information. [confidential].

#### **5.4 Proposal to Merge the BU Foundation into BU**

- 5.4.1 The EDoD presented this proposal which sought the Board's approval to transfer the assets and liabilities of the BU Foundation (BUF) to BU under a formal contract, leaving BUF as a dormant company in order to receive any latent legacies. The proposals set out governance arrangements for the new structure, including the establishment of a Board committee to oversee stewardship of donated funds (including the transferred assets) along with a development board to assist with fundraising activities. The proposals had been considered by the ARG and were recommended to the Board subject to comments as set out in the paper.
- 5.4.2 The Chair proposed that the new Board committee, notionally called the Development Funds Committee (DFC), would meet relatively infrequently, perhaps twice a year, and would be Chaired by an independent Board member. She invited any members who might be interested in this role to contact the Clerk to the Board. The DFC and the development board would be linked through the Chair of the DFC who would also be a member of the development board. Members debated whether the issues might be dealt with directly by the Board itself rather than an additional sub-committee. On balance, however, it was felt that a separate committee would allow more time to consider the issues compared to attempting to accommodate them within the existing Board agendas, and would provide a clearer separation of business which would help to assure donors that the funds were being managed appropriately. The proposals were approved and the terms of reference for the DFC would be presented to the next Board meeting.

**ACTION 1:**

Independent members interested in Chairing the DFC to notify the Clerk to the Board by Wednesday 2 May.

**ACTION BY: All Independent Members**

**ACTION 2:**

Terms of Reference for the DFC to be presented to the next meeting of the Board (July)

**ACTION BY: EDoD**

#### **5.5 Business Continuity Policy**

The DVC(DW) presented the Business Continuity Policy for approval by the Board. The Policy had been recommended to the Board by the ARG subject to some amendments which had now been incorporated. The Board approved the policy.

### **6 COMMITTEE REPORTS**

#### **6.1 Finance & Resources Committee (30 March 2012)**

The minutes of the meeting were noted.

##### **6.1.1 Management Accounts**

The Management Accounts were noted.

#### **6.2 Audit, Risk and Governance Committee (2 March 2012)**

The minutes were noted.

#### **6.3 Honorary Awards Task and Finish Group (1 March 2012)**

Members approved all of the recommendations for the awards of honorary degrees,

having noted the comments made by Senate.

**6.4 Remuneration Committee** (10 February 2012)(tabled)

The minutes were noted.

**6.5 Senate** (14 March 2012)

The minutes were noted.

**6.6 Education & Student Experience Committee** (18 January 2012)

The minutes were noted.

**6.7 Academic Standards Committee** (15 February 2012)

The minutes were noted.

**6.8 Research and Enterprise Committee** (29 February 2012)

6.8.1 Revised Terms of Reference

The minutes and revised terms of reference were noted.

**6.9 University Research Ethics Committee** (8 February 2012)

The minutes were noted.

**7 ANY OTHER BUSINESS**

7.1 The IDoF informed members that HEFCE had requested that the annual budget forecast be submitted to them by 20<sup>th</sup> June. It was agreed that these would be submitted to FRC for approval and signed-off under Chair's action, prior to circulation to the full Board for noting.

**8 DATE OF NEXT MEETING**

The next meeting of the Board will take place on **Friday, 6 July 2012**, preceded by a dinner on the evening of **Thursday, 5 July 2012**.

Noel DG Richardson  
Clerk to the University Board  
May 2012

Geoff Rayment  
Committee Clerk  
UB-1112-3-Minutes 27 April 2012

Approved as a true and accurate record:

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Mrs S Sutherland (Chair)

Date:.....6 July 2012.....