

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 29 NOVEMBER 2013

- Present: Mrs S Sutherland (Chair).
Mr J Andrews (Chief Operating Officer); Ms M Barron; Mr G Beards (Director of Finance & Performance); Prof M Bennett (Pro Vice Chancellor); Ms S Collins; Prof R Conder; Mr J Granger; Dr J Knowles; Mr T Lee (Deputy Chair); Prof T McIntyre-Bhatty (Deputy Vice Chancellor); Dr F McMillan; Mr D McQueen; Dr P Rawlinson; Prof E Rosser; Dr R Scullion; Dr C Shaw; Mr M Simpson (Students' Union at Bournemouth University, President); Prof J Vinney (Vice Chancellor).
- In Attendance: Ms A Fernandez (Director, Marketing & Communications)(Items 1 and 4.1); Mr G Rayment (Committee Clerk); Mr N Richardson (Clerk to the University Board); Mr M Usher (Student Recruitment & Outreach Officer, Item 1); Ms D Wakely (Head of Legal Services and Corporate Governance, Items 5.6 and 5.7); Mr J Ward (Director of IT, Items 4.2 and 4.3).
- Apologies: Mr C Appleton; Mr J Clark; Mr D Hines; Mr R Spragg; Ms C Troy.

Declarations of Interest

Prof McIntyre-Bhatty informed the Board that he was a Director of the University's subsidiary companies, BU Ltd and BU Innovations Ltd. Mr Lee and Prof Bennett declared their interests as Directors of BU Enterprise. In his absence from the meeting, Mr Clark had declared in writing to the Chair that Bright Blue Day Ltd were providing paid consultancy to the University's Marketing & Communications Team and that he had also provided expert pro bono advice on the draft strategic marketing plan.

1 BOARD BRIEFING: MARKETING & COMMUNICATIONS 'OUTREACH'

- 1.1 Ms Fernandez introduced Mr Usher who outlined the University's strategy and activities in respect of 'outreach'. Application numbers remained strong with consistent rates of conversion to enrolments. Specific engagement activity was being undertaken around Science, Technology, Engineering and Mathematics (STEM) subjects, beginning at primary school level (in accordance with evidence which supported early intervention). Specific activities included campus visits, talks and taster sessions for ages 11 to 13. Widening Participation students also received additional targeted support through the Grow@BU scheme and subject specific mentoring. In addition to the work with targeted schools and colleges, initiatives such as the Summer Schools were open to all.
- 1.2 Mr Usher outlined the variety of partnerships and pipeline projects currently being undertaken. Delivery focussed on preparing students for employment, with support for more general life skills such as CV preparation. The University also provided a high number of work placements via its careers and placements team. Members noted that only a relatively small number of schools and colleges were listed in the presentation, but Mr Usher explained that these were the more 'formal' partnerships which had been established and that additional activity was also undertaken with other institutions, such as local grammar schools. These arrangements were also distinct from the formalised partnership arrangements with Further Education institutions such as Bournemouth & Poole College.
- 1.3 The Board **noted** the presentation and thanked Ms Fernandez and Mr Usher. It was noted in closing that inspiring young people to aspire to a University education was a

sector wide issue and a watching brief would be maintained on central Government initiatives in this area.

2 MINUTES OF THE PREVIOUS MEETINGS

2.1 Minutes of the University Board Meeting, 5 July 2013

The Minutes were approved as an accurate record.

Minutes of the University Board Meeting, 4 October 2013

The Minutes were approved as an accurate record.

2.2 Matters Arising and Actions Register

- 2.2.1 The Actions Register was **noted**. All actions had been completed and/or were dealt with under the substantive agenda items (below). In connection with action 37 (the appointment of independent Board Members to the Boards of subsidiary companies) the Chief Operating Officer (COO) confirmed that appointments had been made to all related companies with the exception of BU Innovations Ltd. This was now just a holding company for Fluvial and consideration was being given to whether it could be merged with another subsidiary. Any decisions in this respect would be presented through the Audit, Risk & Governance (ARG) Committee in due course.

3 CONTEXT SETTING AND UPDATE REPORTS

3.1 VC's BU Update Report

- 3.1.1 The Vice Chancellor (VC) presented this report, and highlighted key external developments. Speculation on future funding arrangements for the Higher Education (HE) sector had been prompted by the publication of a pamphlet by the Minister for Universities and Science, David Willetts. He predicted that demand for HE would continue to rise and also asserted that universities had become too focused on research rather than teaching quality. He also proposed the introduction of additional Key Information Set data providing detail of discussion classes, seminars, tutorials etc. The Institute for Fiscal Studies had also published best and worst case scenarios for possible future cuts at the Department of Business, Innovation and Skills (BIS).
- 3.1.2 The Office of Fair Trading were undertaking an inquiry into the provision of undergraduate HE and had invited submissions by 31 December from individuals and organisations. The HE Commission and the HE Policy Institute had both published reports on HE Regulation which proposed a new overarching regulatory body to replace the HE Funding Council (HEFCE), the Office for Fair Access and incorporating the Student Loans Company as part of a new regulatory framework. There had been no published Government response to the recommendations and the University Executive Team (UET) were maintaining a watching brief.
- 3.1.3 The Immigration Bill had been through its second reading and proposed a number of complex changes. Further amendments were expected to be made as the Bill proceeded through the House of Lords and Universities UK continued to lobby for the interests of the HE sector.
- 3.1.4 The HEFCE commissioned fundamental review of the National Student Survey (NSS) was noted and the University had submitted a response to the initial call for feedback. Changes arising from the Government and Shadow Cabinet reshuffles were noted along with new Parliamentary Private Secretary appointments.
- 3.1.5 Sir Andrew Witty's review had been published in October and made a number of

recommendations focussing on the role of universities in promoting economic growth. The Government had yet to respond.

- 3.1.6 Universities UK had published a report on a review of part-time student provision undertaken at the request of BIS. These students accounted for 29% of UK undergraduates in 2011-12, most of whom were studying mainly vocational subjects. The vast majority were mature students. Overall, numbers had declined slowly since 2002 with increasing course fees, the economic climate and reduced support from employers being cited amongst a number of possible causes. Historically, part time provision had not been a major part of the University's portfolio due to a lack of take-up by students. Members debated this and suggested that future demand may be driven by the 'grey' sector and corporate training schemes.
- 3.1.7 The VC highlighted the Higher Education Academy's (HEA's) pilot 'Grade Point Average' scheme which would see 20 HE Institutions piloting this alternative to the traditional honours system. The project was at a very early stage and the University was not participating in the pilot. Any significant implications to emerge in future would be deliberated via the University's Academic Standards Committee and Senate.
- 3.1.8 Progress was also noted on the Research Excellence Framework (REF) submission and the Student Journey Project as well as the successful application for funding from the Engineering and Physical Sciences Research Council to extend the Centre for Digital Excellence. Also highlighted was the Institute of Engineering and Technology (IET) Innovation Award received by students who had worked with Poole Hospital to develop a medical device to make epidural injections safer and more effective .
- 3.1.9 The COO updated the Board on estates developments. Discussions around the Estates Masterplan with the Talbot Village Trust (TVT), the Arts University, Poole and Bournemouth Councils had continued and engagement remained positive.
[Confidential]
- 3.1.10 [Confidential].
- 3.1.11 Finally the VC announced that Pro Chancellor Dame Yvonne Moores had announced her intention to step down from the role after Christmas 2013. Members were invited to submit any suggestions for possible successors to the Clerk to the Board and proposals for the new appointment would be brought to a future meeting of the Board.
- 3.1.12 Members **noted** the report.

ACTION: Any nominations for possible Pro Chancellors to replace Dame Yvonne Moores to be submitted to the Clerk to the Board.

ACTION BY: All Members

3.2 **SUBU Update Report**

- 3.2.1 The SUBU President presented his report and highlighted key activities since the previous meeting. Part time officer elections had resulted in record numbers of candidates and high voter turnout. The SUBU Annual General Meeting ('Student Shout') had taken place and approved amendments to the SUBU bye-laws. A referendum had been held to determine support for the trades' unions proposed industrial action and SUBU continued to liaise with the COO and HR departments in order to minimise the impact on students. Financial income from Dylan's bar and the Fire Station continued to be challenged due to changing demand patterns and drinking habits. A 'Don't rent yet' campaign was taking place to encourage students to carefully consider their accommodation arrangements and providing advice on rental contracts. Finally, the first RAG event of the year (the 'LEGGIT' charity hitch-hike) had taken place

and RAG was on track to meet its target of £200,000.

- 3.2.2 Members **noted** the report and welcomed the activities undertaken by the Students' Union.

3.3 **Chair's Report**

3.3.1 Chair's Action and Use of the University Seal

- 3.3.2 The report was noted. A Member queried one entry, which was subsequently shown to relate to engineering and structural works in connection with the refurbishment of Cranborne House student accommodation.

3.3.3 Any other matters

- 3.3.3.1 The Chair informed Members that the Clerk to the Board, Mr Richardson, had announced his decision to retire at the end of February 2014. Proposals for a successor would be brought to the next meeting of the Board.
- 3.3.3.2 Initial work had begun on reviewing the University's Articles of Government and proposals would be brought to a future Board meeting.
- 3.3.3.3 Finally, the Chair reminded Members that nominations were sought for candidates to receive Honorary Awards at the November 2014 graduation ceremonies. The nomination form and guidance notes had been circulated by e-mail. Further information was available from the Clerk. Nominations from students should be submitted via the SUBU President.

4 **STRATEGIC MATTERS**

4.1 **Draft Strategic Marketing Plan**

- 4.1.1 The Director of Marketing & Communications presented the proposed Strategic Marketing Plan and highlighted key points. [Confidential]
- 4.1.2 [Confidential]
- 4.1.3 [Confidential]
- 4.1.4 The Board **approved** the Marketing Strategy and it was agreed that the delivery plan (including defined, measurable objectives) would be presented to the July meeting of the Board.

ACTION: Present the Marketing & Communications Delivery Plan to the July 2014 meeting of the Board.

ACTION BY: COO

4.2 **IT Strategy**

- 4.2.1 The Chair welcomed Mr Ward who presented the IT Strategy document, the full document having already been subject to scrutiny at, and recommended for approval by, the FRC. Board Members Dr Rawlinson and Mr McQueen had worked closely with Mr Ward in developing the Strategy and he thanked them both for their invaluable input.
- 4.2.2 The new IT Strategy built upon the work already undertaken through the previous IT Capacity Plan with a focus on investment in the IT infrastructure. It had been informed by 'horizon scanning' with input from experts in the field as well as staff and students. He confirmed that the IT Strategy was designed to be deliverable with the budget already approved by the Board. Individual projects within to implement the Strategy would be presented to the Board for scrutiny and approval via the normal financial

authority mechanisms.

4.2.3 Dr Rawlinson endorsed the IT Strategy adding that it was aspirational and would make a real difference to the users and that improvements would be maintained in the longer term. Mr McQueen also welcomed the emphasis on employing products and systems which were available through the market rather than relying on customisation of existing products.

4.2.4 The Board **approved** the IT Strategy.

4.3 **Audio Visual Equipment (AV) Re-refresh**

4.3.1 Mr Ward presented the business case to refresh the Universities AV systems as the first project under the new IT Strategy. AV equipment was the most consistently raised issue by users and had suffered from a lack of consistent investment. Problems with the equipment led to a poor experience for both students and staff. Prof Rosser strongly supported the project noting that the current standard of equipment was unacceptable. Mr Simpson also welcomed the business case and agreed that student feedback supported the need for improvements.

4.3.2 Members **approved** the AV re-refresh project business case to the value of [Confidential] (inc VAT).

4.4 **Campus Living Villages (CLV) – Impact on Estates Masterplan**

4.4.1 The COO presented this summary report on the lessons learned from the outcomes of the negotiations with CLV and the impact on the Estates Masterplan. [Confidential].

4.4.2 The Board **noted** this update.

4.5 **Quality Assurance Agency (QAA) Institutional Review Report**

4.5.1 The Deputy Vice Chancellor (DVC) presented the full QAA Institutional Review Report for information, noting that it had also been presented previously to the ARG. He informed Members that the required Action Plan had also be submitted to the QAA setting out how activity would be taken forward to continue to secure excellent levels of staff and student engagement. The Board commended the exceptional outcomes of the review and congratulated all those involved. The University's next review was expected to take place in 2018/19.

4.6 **Key Performance Indicators (KPIs)**

4.6.1 The DVC presented this report which covered the annual review of the KPI indicators as well as the first performance report of 2013/14. The review had been undertaken and presented to the ARG, with subsequent work having been undertaken over the Summer to refine some of the indicators. The changes were summarised in the paper. The Board **noted** the outcomes from the annual review of KPIs.

4.6.2 Turning to the KPI Report itself, the DVC summarised the main movements since the previous report. Performance had improved for the majority of KPIs, and those that had shown a decrease still remained at or above target. The exception was Academic staff with Doctorates (KPI8) which had dropped slightly due to an increase in the number of total academic staff. It was noted, however, that 15% of academic staff were now registered on research degrees.

4.6.3 Members inquired about the most recent staff satisfaction survey results and the COO explained that these would be available early in the new year and would be reflected in the performance reports from next February.

4.6.4 Members **noted** the report.

5 **OPERATIONAL MATTERS**

5.1 **Financial Statements 2012/13 and Subsidiary Company Accounts**

5.1.1 The Director of Finance & Performance (DoFP) presented the University's Financial Statements for 2012-13 to the Board for approval together with the financial statements for the related companies BU Enterprise Ltd, BU Innovations Ltd and the BU Foundation which were presented for information. Both documents had been submitted for scrutiny to the ARG and FRC, both of whom recommended them to the Board for approval.

5.1.2 The University's Financial Statements 2012-13 were **approved** and the financial statements for the University's related companies were **noted**.

5.2 **Financial Forecasts**

5.2.1 The DoFP presented the updated financial forecasts which were recommended to the Board by the FRC. Members noted the comparisons against the Sector averages for the key financial indicators and that the University was on track to meet the BU 2018 targets.

5.2.2 The financial forecast was **approved**.

5.3 **Financial Sustainability Report**

5.3.1 The DoFP presented this report which was prepared in accordance with HEFCE requirements. He drew Members' attention to the use of EBITDA (earnings before tax, interest, depreciation and amortisation) and MSI (measure of sustainability and investment) as indicators. The report was recommended to the Board by the FRC.

5.3.2 The Board **approved** the Financial Sustainability Report.

5.4 **Annual Accountability Return**

5.4.1 The DoFP presented the Annual Accountability Return together with its various component parts, including the annual reports of the external and internal auditors as well as the external auditors management representation letter. The return was recommended to the Board by the ARG.

5.4.2 The Board **approved** the annual accountability return together with the external auditors representation letter.

5.5 **Annual Report of the Audit, Risk & Governance Committee (ARG)**

5.5.1 Mr Granger presented the ARG's Annual Report to the Board. He drew Members' attention to the reviews of the risk register which had been undertaken by the Committee and the subsequent work to develop risk appetite statements which were now being refined. The Internal Auditors had covered a wide range of areas and delivered satisfactory reports with good quality responses to recommendations by the management. The Committee had also been actively involved in the work to tender for the external audit service which had resulted in the Board's reappointment of BDO. The Board welcomed and **approved** the report.

5.6 **Legal Update**

5.6.1 The Chair welcomed Ms Wakely (Head of Legal Services) who presented a legal update paper to the Board. She reminded Members that the Board was required to demonstrate that it had given due regard to the Charity Commission's guidance. The guidance documents had been made available to members to download electronically or were available on request in printed form from the Clerk. Members' were encouraged to familiarise themselves with this guidance documentation. The Board **noted** the legal update.

5.7 **Review of Anti-Bribery Policy & Procedures**

- 5.7.1 Ms Wakely presented the Anti-Bribery Policy & Procedures for the Board's approval. This policy was reviewed annually and brought directly to the full Board in order to demonstrate top level commitment, as required by Ministry of Justice guidelines. Only minor updates were recommended to update job titles and a link to the most current Transparency International data on corruption indices. Otherwise the document was recommended for approval with no further amendments. Refresher training on the policy would be provided to key staff within the institution. The Board **approved** the Anti-bribery Policy & Procedures with minor amendments as recommended.

6 **COMMITTEE REPORTS**

6.1 **Audit, Risk & Governance Committee (1 November 2013)**

The minutes were **noted**.

6.1.1 Risk Register

The Risk Register was **noted**.

6.2 **Finance & Resources Committee (18 October 2013)**

The minutes were **noted**.

6.2.1 Management Accounts

The management accounts were **noted**.

6.3 **Development Funding Committee (1 November 2013)**

The minutes were **noted**.

6.4 **Remuneration Committee (4 July 2013)**

The minutes were **noted**.

6.5 **Senate (30 October 2013)**

The minutes were **noted**.

- 6.6 The following minutes were made available to Members electronically and were taken as read: University Research & Knowledge Exchange Committee (1 July, 1 October and 19 November 2013); Academic Standards Committee (29 July, 20 September 2013); Education & Student Experience Committee (24 July, 25 September 2013); University Research Ethics Committee (16 October 2013).

7 **RE-APPOINTMENT OF THE CHAIR**

The Chair withdrew from the meeting for this item.

- 7.1 The Deputy Chair informed Members that the Mrs Sutherland's first term of office as Chair was due to expire on 30 November. Approval was sought to re-appoint her for a further term of three years.
- 7.2 The Board **approved** and welcomed the re-appointment of Mrs Sutherland as Chair of the Board for a second term of three years, ending 30 November 2016.

8 **ANY OTHER BUSINESS**

- 8.1 The DoFP sought the Board's approval of two resolutions in respect of operational banking matters. One was to update the overdraft facility agreement to reflect the fact

that BU Ltd had been dissolved, and the other to provide debit cards to named staff working in the petty cash office. Both resolutions were **approved** for signature by the Chair and Secretary.

- 8.2 Members were also reminded that they could contact academic staff member Dr Richard Scullion directly if they wished to observe at first hand a student seminar or tutorial. Ms Barron offered to co-ordinate any similar visits for Members wishing to observe the student support services.
- 8.3 The Chair recorded her thanks, on behalf of the Board, to retiring Member Prof Matthew Bennett for his service to the Board.
- 8.4 Finally Members were informed that the first of the University's Carol Services would take place at St.Mark's Church, Wallisdown Road on Wednesday 4 December at 6pm. Refreshments will be served before and after the service. The second service is a traditional carol service at St.Peter's Church, Hinton Road, Bournemouth Town Centre on Thursday 12 December at 6.30pm

9 DATE OF NEXT MEETING

The next meeting of the Board will take place on **Friday, 7th February 2014**. This will be preceded by a Board dinner on the evening of **Thursday, 6th February 2014**.

Noel DG Richardson
Clerk to the University Board
November 2013

Geoff Rayment
Committee Clerk
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Approved as a true and accurate record:	
..... Mrs S Sutherland (Chair)	Date:.....7 February 2014.....