

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 2 OCTOBER 2015

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| Present: | Mrs S Sutherland | Independent Board Member (Chairman) |
| | Mr J Andrews | Chief Operating Officer (COO) |
| | Mr N Beal | Independent Board Member |
| | Mr G Beards | Director of Finance & Performance (DoFP) |
| | Mr A Brien | Independent Board Member |
| | Mr J Clark | Independent Board Member |
| | Mrs S Collins | Independent Board Member |
| | Prof R Conder | Independent Board Member |
| | Miss A D'Abreo | Independent Board Member |
| | Mr T Irish | Independent Board Member |
| | Mrs J Lang | Independent Board Member |
| | Mr T Lee | Independent Board Member (Deputy Chairman) |
| | Prof T McIntyre-Bhatty | Deputy Vice-Chancellor (DVC) |
| | Dr F McMillan | Independent Board Member |
| | Dr P Rawlinson | Independent Board Member |
| | Prof E Rosser | Elected Senate Member |
| | Ms C Schendel-Wilson | President, Students' Union at Bournemouth University |
| | Dr R Scullion | Elected Academic Staff Member |
| | Mr D Skinner | Independent Board Member |
| | Ms A Stevens | Elected Professional & Support Staff Member |
| | Ms C Troy | Independent Board Member |
| | Prof J Vinney | Vice-Chancellor (VC) |
| In Attendance: | Prof M Atkins | Chief Executive, Higher Education Funding Council for England (HEFCE) (Item 5) |
| | Prof J Fletcher | Pro Vice-Chancellor, Research & Innovation (Item 5) |
| | Mr S Laird | Director of Estates (Item 3.3) |
| | Dr S Minocha | Pro Vice-Chancellor, Global Engagement (Item 5) |
| | Mr G Rayment | Corporate Governance & Committees Manager |
| | Mr J Tibbitts | Estates Project Manager (Item 3.3) |
| | Ms D Wakely | Clerk to the University Board |
| Apologies: | Dr C Shaw | Independent Board Member |

Declarations of Interest

Mr Beards, Mr Clark and Professor McIntyre-Bhatty are Directors of the University's subsidiary company BU Innovations Ltd. Mr Lee and Professor Fletcher, (item 5) are Directors of BU Enterprise Ltd and Mr Andrews and Prof Conder (together with Mr Laird, item 3.3) are Directors of BU Residences Ltd. Mr Andrews is also a member of the Board of the Dorset Local Enterprise Partnership.

1 MINUTES OF PREVIOUS MEETINGS**1.1 Minutes of the University Board Meeting, 10 July 2015**

The minutes were approved as an accurate record.

1.2 Matters Arising and Actions Register

The Actions Register extract was noted. All outstanding items had been completed, were not yet due or were covered elsewhere on the agenda. In respect of the action to

review the format of the Key Performance Indicator (KPI) reports, the VC explained that different formats had been considered over recent years, including the possibility of colour coding. However, it was found that 'traffic light' formats did not improve clarity and could be confusing, particularly where it was not clear over what timescale, or at what level the data was being reported (for example, data on Student: Staff Ratios). Instead it was agreed that efforts would be made to ensure that future KPI report executive summaries clearly explained KPI movements and context.

2 BU Developments and Sector Update

- 2.1 The VC gave a presentation on key institutional and sector developments. He announced two items of breaking news: that the University had received the Athena Swan Bronze award and had also entered the Times Higher's Top 500 international rankings.
- 2.2 He briefly summarised progress against the Strategic KPIs, with KPI 1 (Academic Strength) showing good progress towards the 2018 target having been boosted by the strong REF 2014 results. KPI 6 (League Table Rankings) was also progressing, with a move from 75 to 66 (composite rank). The 2018 target of achieving a top 50 ranking was still considered attainable. The University's profile was continuing to increase with policy makers and the wider community (locally, nationally and internationally). Demand for undergraduate programmes was also increasing, with 2015 seeing the highest ever number of applications and enrolments for home undergraduate students.
- 2.3 The new academic structure had been implemented and Fusion had been fully embedded within the academic framework. National Student Survey (NSS) results, however, continued to be challenging with the University achieving below sector average scores in the six main question areas and overall satisfaction scores. In addition to improving student experience, other challenges for the coming year were the continued efforts required to position the University (both nationally and internationally) and the continuing investment in both physical and intellectual capital.
- 2.4 Turning to the wider political and policy environment, a New Secretary of State for BIS and Minister of State for Universities and Science had been appointed following the general election. The Government's manifesto had included three pledges relevant to Higher Education – to remove the student number cap and double the number of disadvantaged students; to introduce a Teaching Excellence Framework (TEF); and to continue to drive value for money. The renewed focus on teaching excellence would be linked to fees and a government Green Paper was expected to be published for consultation in the autumn. Government funding pressures were expected to continue with cuts arising from the Comprehensive Spending Review to be announced in November.
- 2.5 Disruption was also expected to continue in the Further Education sector with the Government reviewing post 16 education and training institutions. A new network of prestigious institutes of technology and national colleges would be formed along with a national programme of area based reviews. Early action was expected on the financial sustainability of the FE sector. These measures would create opportunities for the creation of alliances with the new institutions and to influence the regional structure of FE. It was expected that there would be an expansion of degree apprenticeships, jointly funded by government and employers, and a greater influence for Local Enterprise Partnerships in FE.
- 2.6 Members welcomed the presentation and it was agreed that a report based on Porter's 5 Forces Model (a conceptual model of forces impacting a sector) would be prepared for a future meeting of the Board.

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| ACTION: Future VC's update to include modelling based on Porter's 5 Forces model. |
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| ACTION BY: DVC |
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- 2.7 Members discussed measures to support disadvantaged students and the VC explained

that these were set out in the University's Fair Access Agreement (FAA) submitted annually to the Office for Fair Access (OFFA). Universities could only charge the maximum £9,000 UG fee level if the FAA was approved, and a proportion of fee income (approximately 25%) had to be spent on widening participation activities. It was noted that FE colleges played a major role in supporting communities (including adult learners) and disadvantaged students.

- 2.8 Members discussed the NSS and the SUBU President explained that the Students' Union had conducted a study of the NSS results for the previous 5 years. These showed a clear link between Assessment and Feedback questions and the overall satisfaction score. It also showed that students valued placements, employability and extracurricular activities and it was important that these areas be viewed as a valued part of the student experience in addition to academic elements such as research. Members also noted that there was wide variation in NSS scores between programmes and departments. There was no correlation between NSS results and student demand or the ability to attract high quality staff. Members agreed that a fuller debate on NSS performance was necessary and that this should be placed on the agenda for the next meeting.

ACTION: NSS performance to be added to the agenda for the November 2015 meeting.

ACTION BY: VC/DVC

3 Strategic and Operational Matters

3.1 Minutes of the Nominations Committee, 9 July 2015

The minutes were noted.

3.1.1 Process for the Appointment of a Board Chairman and Deputy Chairman.

The Board **approved** the plans for the appointment of a Chairman and Deputy Chairman through a process of nomination and election. Nominations would be sought from amongst the Independent Members in December or January. Only independent members could stand for election, but all members could nominate and vote. The role descriptions were **noted** and the Chairman explained that her own annual time commitment to the role was approximately 50 days, although this could vary depending on the individual.

3.1.2 Appointment of a Chairman of the Development Funding Committee

Ms Collins withdrew from the meeting.

The Board **approved** the appointment of Sheila Collins as Chairman of the Development Funding Committee on the recommendation of the Nominations Committee.

Ms Collins re-joined the meeting.

3.2 Management Accounts at July 2015

- 3.2.1 The DoFP presented the Management Accounts and reminded members that these had not yet been subject to detailed scrutiny by the Finance & Resources Committee (FRC) who were due to consider them at their meeting on 23 October. The accounts showed an operating surplus of [Confidential minute], slightly ahead of the budget for 2014/15. However, the outturn figure did not include the expected HEFCE teaching grant reduction of approximately £0.4 million which was yet to be confirmed. A further surplus increase to [Confidential minute] was budgeted for 2015/16. Student recruitment numbers were on target to exceed the budget by approximately 100 students. The accounts provided assurance to the Board that funding was available to support the

proposals for the land acquisition discussed at agenda item 3.3 (below) with no need to amend planned borrowing patterns.

- 3.2.2 Dr Rawlinson welcomed the accounts and asked that, when they were presented to the FRC, they also take account of predicted student retention as well as recruitment. The FRC report would also include cash flow indications and impact of timing issues on the Income and Expenditure account.

ACTION: Management accounts to factor-in student retention when presented to the FRC on 23rd October and also to include clarification of cash-flows.

ACTION BY: DoFP

- 3.2.3 The Management Accounts were **noted**.

3.3 **Knightsbridge Land Acquisition**

Commercial in confidence

- 3.3.1 The COO presented this update report for the Board's information and explained that a proposed business case for Board approval would be presented to the November meeting following consideration by the FRC. Due to a slight delay in formalising the agreement the pause points 3 and 4 had been merged for consideration in November when approval for the next phase of project funding would be sought.
- 3.3.2 Discussions with Knightsbridge Student Housing (KSH) on the land swap agreement had progressed well and remained on schedule. A flow-chart was tabled setting out the process for finalising the agreement and the various effects of termination on non-compliance. External legal advisers were checking that the agreement was compliant with procurement law and this would be confirmed to the Board when it considers the business case in November.
- 3.3.3 The purchase of Cranborne House had been completed to facilitate the land swap. The Bournemouth Borough Council Highways Department had confirmed that the existing option on a small area of the St Paul's site could be removed.
- 3.3.4 [Confidential minute]
- 3.3.5 The progress report was **noted**.

3.4 **Minutes of Remuneration Committee, 9 July 2015**

The minutes were **noted**.

4 **Any Other Business**

There was no other business to report.

5 **Presentation by HEFCE Chief Executive**

- 5.1 The Chairman welcomed Professor Madeleine Atkins, Chief Executive of HEFCE, who shared her views on sector developments, including the focus on teaching excellence, future funding and the implications of anti-extremism legislation for Universities.

7 **DATE OF NEXT MEETING**

The next Board meeting will take place at 9.00am on Friday 27th November 2015.

Clerk to the University Board
October 2015

Approved as a true and accurate record:

..... Date:.....27 November 2015.....
Mrs S Sutherland (Chair)