

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 4 MAY 2018

Present:	Prof R Conder	Independent Board Member (Chair)
	Mr J Andrews	Chief Operating Officer (COO)
	Mr D Asaya	President, Students' Union at Bournemouth University
	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
	Miss A D'Abreo	Independent Board Member
	Mr D Furniss	Independent Board Member
	Prof T Irish	Independent Board Member
	Mr D Kane	Independent Board Member
	Mrs J Lang	Independent Board Member (Deputy Chair)
	Prof T McIntyre-Bhatty	Deputy Vice-Chancellor (DVC)
	Ms P Peckham	Elected Professional & Support Staff Member
	Mrs A Oloyede	Independent Board Member
	Prof E Rosser	Elected Senate Member
	Dr C Shaw	Independent Board Member
	Mr D Skinner	Independent Board Member
	Ms C Troy	Independent Board Member
	Prof J Vinney	Vice-Chancellor (VC)
In Attendance:	Mr G Rayment	Corporate Governance & Committees Manager
	Ms D Wakely	Clerk to the University Board
	Mr J Ward	Director of IT (For agenda items at minutes 17/035, 17/043 and 17/044)
Apologies:	Prof J Hölscher	Elected Academic Staff member
	Mr S Jones	Independent Board Member

Declarations of Interest

Mr Beards, Professor McIntyre-Bhatty and Mr J Clark are Directors of the University's subsidiary company BU Innovations Ltd. Mr Andrews is a member of the Board of the Dorset Local Enterprise Partnership and a Non-Executive Director of MUN (UK) (University appointment, unremunerated). Prof Conder is a Non-States Member of Guernsey's Committee for Education, Sports and Culture.

It was noted that Mr Asaya, Miss D'Abreo, Mr Beards, Professor Irish, Professor McIntyre-Bhatty and Mrs Collins declared family members who were current students at the University and Ms Peckham had a family member who was an offer holder for September 2018 entry; however they would not be impacted by any decision in respect of fees for 2019/20 discussed at minute 17/038 and were not, therefore, required to withdraw from the meeting for that item.

MINUTES OF PREVIOUS MEETINGS

17/028 Minutes of the University Board Meeting, 9 February 2018 [UB-1718-4-001]

The minutes were **approved** as an accurate record subject to the correction of the student/staff ratio figure at minute 17/011 to 18.2:1.

17/029 Matters Arising and Actions Register [UB-1718-4-002]

The Actions Register extract was **noted**. In respect of action 22, the COO provided a verbal update regarding safeguarding arrangements for students on work placements. Specific risk assessments were undertaken for those students identified as vulnerable. For other students the particular employers' policies and processes would apply. Separate arrangements applied in respect of NHS placements where DBS checks were required.

CONTEXT SETTING AND UPDATE REPORTS

17/030 VC's BU Update Report [UB-1718-4-003]

17/030a The VC presented highlights of his update report. The Office for Students (OfS) had now replaced HEFCE as the sector's regulator and it was hoped that the transition process would be relatively routine for established providers, although it was noted that there was expected to be a greater focus on regulation and enforcement. The Government's review of post-18 education was progressing and an interim report was expected to be published in the autumn followed by the final report in 2019.

17/030b On internal developments, implementation planning for BU2025 was the main focus of current activity. The latest Complete University Guide league table had been published with the University falling slightly in the rankings. The University's composite league table position was now 69. The results were disappointing but not considered to be a major concern.

17/030c The Business School has successfully been awarded accreditation by the Association to Advance Collegiate Schools of Business (AACSB) following very positive feedback from the accrediting body. This achievement would boost the University's credibility internationally and support student recruitment. The Board welcomed this development and recognised the tremendous collaborative effort by staff. Members congratulated Prof Tee and all those involved. The VC agreed to share further detailed information with the Board.

ACTION: Circulate further information on the AACSB accreditation to Members for information.

Action by: VC

17/030d The VC outlined recent changes to the University's leadership team. Following a restructuring of the University Executive Team (UET) the PVC (Research and Innovation) would be stepping down from the role at the end of July 2018. The PVC (Global Engagement) role would also cease, with Dr Minocha taking on a new, cross-university role. Both external engagement and research activities would in future be more embedded at Faculty and Professional Service level under the executive leadership of other members of UET.

The VC's update report was **noted**.

17/031 **SUBU Update Report [UB-1718-4-004]**

17/031a The SUBU President presented highlights of his update report. The full-time officer elections had been successfully completed following efforts to ensure that the process was as effective and transparent as possible. A total of 28 candidates were entered into the ballot. The incoming President would join the Board as an observer at the July 2018 meeting.

17/031b The SUBU President reported on the concerns that had been raised following an incident of an anti-Semitic poster appearing on campus. SUBU had worked with the Jewish Society and the COO on addressing the issue and a statement condemning anti-Semitism had been issued. The COO advised that the matter had been reported to the police as a hate crime and the investigation was on-going.

17/031c The SUBU President's update report was **noted**.

17/032 **Chair's Action and Use of the University Seal [UB-1718-4-005]**

The Board **noted** the report.

17/033 **Board Member re-appointments [UB-1718-4-006]**

The Chair presented the Nominations Committee's recommendations for re-appointments of Board Members, as agreed by the Nominations Committee at their meeting on 8 February 2018.

Mr Skinner withdrew from the meeting

17/033a The Board **approved** the re-appointment of Mr David Skinner for a second term of three years commencing 1st June 2018.

Mr Skinner re-joined the meeting.

Mr Beal withdrew from the meeting

17/033b The Board **approved** the re-appointment of Mr Nick Beal for a second term of three years commencing 1st June 2018.

Mr Beal re-joined the meeting.

STRATEGIC MATTERS

17/034 **BU2025 Financial Plan [UB-1718-4-007]**

17/034a The DoFP presented the BU2025 Financial Plan which had been considered in detail by the Finance & Resources Committee following the preliminary consideration at the February Board meeting.

17/034b The plan aimed to achieve an operating surplus of 4-6% which would generate funds

for investment. Capital investment was planned at £[confidential], £[confidential] of which would be generated from operations over the life of BU2025. Additional borrowings of £[confidential] would be drawn in tranches from 2021/22 and would remain within the University's own limit of two-thirds of the previous HEFCE borrowing threshold.

- 17/034c The plan included changes to the University's income profile, based on relatively stable home undergraduate students until 2022/23 after which there may be some mild growth arising largely from changing demographics (increasing population of 16 to 18 year olds). There was no assumption that undergraduate fees would increase from the current level of £9,250 per annum. International income (both undergraduate and post graduate) was planned to increase from 9% to 11% of income. Research & Knowledge Exchange (RKE) income was planned to increase from 9% to 12% of income by 2024/25.
- 17/034d In terms of expenditure, pay costs would continue to be the largest cost, increasing from 52% to 57% by 2024/25 due to pay inflation and investment in academic staff to improve student/staff ratios. Non-pay costs also included approximately £20 million revenue costs to achieve the University's digitalization plans. Efficiencies and re-allocations of non-pay costs were included in the plan to help off-set these increases.
- 17/034e The DoFP highlighted the sensitivity analysis included in the report. Home undergraduate numbers would have the most impact and a number of different scenarios were considered as part of the analysis. None of the scenarios would result in an operating deficit, although a reduction in growth would affect the pace of investment.
- 17/034f The FRC Chair confirmed that the Committee had unanimously recommended the Financial Plan to the Board for approval and felt that the main area of sensitivity which warranted particular scrutiny was the planned increase in research income, but they had been satisfied with the Executive Team's approach on this point.
- 17/034g The Elected Senate Representative agreed that the RKE target was aspirational and that such an ambitious plan would require agility in the way staff resources were managed. It was important not to put excessive pressure on existing resources and to be mindful of staff wellbeing and welfare. The VC explained that other roles would be put in place to provide additional support and that wellbeing remained a priority. The RKE target was key to delivering strategic Fusion benefits and was enshrined in BU2025 investment plans. He believed the target was achievable.
- 17/034h In respect of staffing levels, there would be a planned increase of approximately 135 academic staff. Most of the RKE increase was expected to come from existing staff but with some targeted recruitment, subject to annual budgetary review.
- 17/034i Members asked about the potential to reduce or defer capital investment if necessary. The COO reiterated that there would be pause points on the major estates projects and it was expected that there would be a gap between the two major projects (Poole Gateway Building Phase 2 (PGB2) and the Library extension) which would allow for the pace of investment to be slowed if necessary. The PGB2 project for example would have 4 possible pause points and the final financial commitment would not be required until 2020, by which time the University would have a more accurate picture of future student recruitment.

- 17/034j The Board **approved** the BU2025 Financial Plan.
- 17/035 **Digital Enablers Programme, IT Infrastructure and User Computing Programme [UB-1718-4-008]**
- 17/035a The COO presented this paper which set out the proposals for both the Digital Enablers Programme and the IT Infrastructure and User Computing Programme. The Programmes were set in a context of increasing user expectations and a need to deliver a world-class experience. The range of systems would not be developed in isolation but integrated into a digital eco system with a focus on apps to improve user experience, information flows and decision-making. Approval was sought of the overall direction of the proposals and a funding envelope for both capital and revenue expenditure.
- 17/035b Mr Ward added that the proposals were designed to build an outstanding digital experience and maximise the value to be obtained from the University's information assets. This would deliver an improved user experience with greater customization of services. Potential risks would be managed through careful identification of the requirements, a compliant procurement process and consultation with stakeholders. There would be more rigorous quality control with increased testing of new systems.
- 17/035c The FRC Chair confirmed that the Committee had recommended the proposals to the Board and welcomed the focus on the quality of delivery.
- 17/035d Asked how we compare to others in the Sector, Mr Ward explained that recent developments would deliver improvements (such as the proposed new HR system). Elsewhere in the Sector there was an increased focus on delivering services through apps and moving away from more inflexible, monolithic systems to meet increasing user expectations. Members asked whether the University was being too risk averse in respect of digital enablers and whether the financial plan for the IT Infrastructure and User Computing strategy could be more aggressive. The COO responded that he believed the plan to be realistic but challenging and Mr Ward explained that priorities for investment had been fully assessed and would be kept under review. Capacity would need to be built during the initial stages of the plan.
- 17/035e Members asked about support and training for users, particularly those who may be less technologically literate. Mr Ward confirmed that users would receive support and that the new systems would be expected to be simplified and designed to be easy to use.
- 17/035f Ms Peckham highlighted the challenges that had arisen from the need to integrate systems, such as SITs and the VLE. Mr Ward recognised this and explained that the proposals would provide for better integration, links and analytics. There would also be a new digital workspace which would bring together the various systems, with apps tailored to different users.
- 17/035g The Board **approved** the Digital Enablers Programme and IT Infrastructure and User Computing Programme along with the total costs in principle of £[confidential] (Capital) and £[confidential] (Revenue). Individual projects would continue to be subject to individual business cases, approved through the agreed project governance processes and in accordance with the Financial Regulations.

17/036 **BU 2025 KPIs [UB-1718-4-009]**

- 17/036a The VC presented a paper on the development of the BU2025 KPI Framework. This was ongoing work-in-progress pending the final version being presented to the Board for approval in July 2018. Further benchmarking had been carried out; data definitions had been incorporated and further work was being undertaken in respect of the timing of some of the proposed metrics.
- 17/036b The DVC explained that the focus for performance was now at Departmental level and linked to the agreed strategic investment areas. Members questioned the strength of the metrics for 'value added' and societal impact. The DVC explained that the former was similar to the metrics used in the Guardian league table. Societal impact metrics were challenging and it was difficult to identify effective external benchmarks. There would be a reliance, therefore, on qualitative data.
- 17/036c Prof Rosser was supportive of the move towards a focus on performance at departmental level but noted that Departments varied widely in size and structure. The VC felt that the system provided scope for there to be a range of sizes. Key questions would be around whether the arrangements were academically coherent and the structures and leadership appropriate.
- 17/036d Members also noted that the 2018 KPI set would continue to be monitored and asked whether these would be presented to the Board. The DVC explained that only the 2025 KPIs would be presented routinely as those for 2018 had a different focus and were less relevant to the new strategic plan. They would continue to be monitored however and any significant changes could be reported to the Board by exception.
- 17/036e Members highlighted the importance of good support from professional services as enablers of the KPIs. The VC agreed although there were no benchmark metrics for professional and support services. Instead it was incumbent on the Executive to monitor and comment on these areas of performance. Others suggested that it might be helpful to measure both relative and absolute performance against the new KPIs, by seeing how the University compared to its competitors for example.
- 17/036f The Board **noted** the report.

17/037 **Registration with the Office for Students [UB-1718-4-010]**

- 17/037a The VC presented a paper detailing the process for registration with the Office for Students and including the application form and annexes for approval. He highlighted the access and participation plan included with the annexes. The deadline for submission was 23rd May and it was expected that the outcome would be made known in mid-September.
- 17/037b The SUBU President noted the Student Protection Plan (SPP) and asked what would happen in the event that the University lost its UK Visa sponsorship status. The DVC explained that this was not part of the SPP, which related to closures, however, in the unlikely event that this occurred a similar process would be implemented to find alternative places for students.
- 17/037c Prof Rosser noted that the SPP reference to St Mary's Community Health Campus in Portsmouth should be amended to read 'midwifery' rather than 'nursing'.

17/037d The Board reviewed and **approved** the application form subject to the agreed amendment regarding St Mary's, Portsmouth.

17/038 **Review of UK & EU Undergraduate Fees 2019/20 [UB-1718-4-011]**

17/038a The DVC presented the report on the annual review of UK and EU Undergraduate fees. The Board previously agreed that fees for foundation courses would be held at £6,000 per annum and undergraduate programmes were increased to £9,250 per annum following the allowable inflationary increase linked to the TEF result. The University's ability to continue to charge fees at those levels was dependent upon successful OfS registration and approval of the Access & Participation plan (see above). The Government's current review of post-18 education was not expected to report until early 2019. An announcement was also expected in October regarding 2019/20 entrant EU students' eligibility for Student Loans Company support.

17/038b [Confidential]. The University's policy that fees would not increase for any students after their point of entry to the University would continue. Further information would be provided to the Board in due course regarding any future government policy announcements.

17/038c The Board **approved** the recommendation for fee levels for UK and EU undergraduate students for 2019/20.

17/039 **BU2018 Key Performance Indicators [UB-1718-4-012]**

17/039a The VC presented the report summarising performance against the KPIs and PIs which were set out in BU2018. KPI 1 (Academic Strength) had continued to improve and was now at 108% (uncapped). KPI 8 (% of Academic Staff with Doctorates) had increased to 69% (within 1% of the BU2018 target) which compared favorably to others in the Sector.

17/039b Members noted that there were variations between Faculties and the Faculty of Media and Communication (FMC) scored lowest for several indicators despite having the highest tariff and student/staff ratio. It was agreed that the Board would continue to closely monitor the performance of FMC through the BU2025 KPI set.

ACTION: Monitor the performance of FMC through the BU2025 KPI set.

Action by: VC

17/039c The Board **noted** the report.

OPERATIONAL MATTERS

17/040 **Annual Review of the Financial Regulations [UB-1718-4-013]**

17/040a The DoFP presented a paper recommending minor amendments to the Financial Regulations relating mainly to updates to cross-referenced policies and procedures and minor wording updates. The Financial Authority Limits remained unchanged. It was noted that further non-material amendments would be required to reflect changes arising from the new Regulatory regime to include amending regulatory document title

references and references to HEFCE to OfS.

- 17/040b The Board **approved** the amendments to the Financial Regulations and delegated authority to the DoFP to approve non-material amendments arising from the new OfS guidance.
- 17/041 **Apprenticeship Contracts [UB-1718-4-014]**
- 17/041a The DVC presented a proposal to contract with Bournemouth and Poole College to deliver Engineering Degree Apprenticeship programmes at levels 4, 5, 6 and 7 and to continue to progress with the Education Skills and Funding Agency contract to enable BU to become a provider of Degree Apprenticeships. The Engineering proposal was for approximately 200 apprenticeships in total once current enrolments had completed their studies or transferred onto the Degree Apprenticeship, with approximately 50 apprentices starting each year, recurring for the duration of the contract.
- 17/041b [Confidential]
- 17/041c The Board **approved** the degree apprenticeship recommendations and the entry into the applicable contracts.
- 17/042 **Student Complaints and Appeals Annual Report (UB-1718-4-015)**
- 17/042a The DVC presented a report providing an analysis and overview of student appeals and complaints, both academic and non-academic, between 1 January 2017 and 31 December 2017. He summarised the key data including an increase of 9% in the number of academic appeal cases. There were no clear trends in the grounds for these appeals which suggested an overall upward movement rather than a particular problem area. It was noted that there had also been an increase in the total student headcount which may account in part for the increase in appeals.
- 17/042b A smaller proportion of cases had progressed beyond the initial local appeal stage of the 3 stage BU process and no cases were taken to a hearing. Academic complaints had also seen a small increase, from 40 to 42 cases, and a higher proportion of these were upheld or partially upheld. However, this annual fluctuation was not considered to be a concern. Thirteen cases were closed by the Office of the Independent Adjudicator in 2017, none of which were considered justified or partly justified, which provided assurance that the appeals and complaints processes were adequate and appropriately applied.
- 17/042c Members asked if legal action was ever taken against the University in respect of complaints and appeals. The Clerk to the Board explained that this was not common and Ms Peckham added that, in her experience of working in this area, it was not unusual for students to challenge their academic outcomes, but that there was a very clear set of grounds set out in the Policy and matters were usually resolved internally.
- 17/042d Members queried whether it was appropriate that the 9% increase in academic appeals should be considered to be marginal and that, if this figure was repeated year on year, it should be a cause for concern. The DVC explained that this still represented a relatively small number of cases and that the data was subject to careful analysis. This resulted in the action plan, set out in the report, and recommendations to further explore some aspects of the data, for example the increase in ground 3 academic appeals submitted by students within one particular

Faculty.

17/042e The Board **noted** the report.

17/043 User Computing Rolling Programme 2018-2023 [UB-1718-4-016]

17/043a The COO presented a paper and business case detailing total project funding of £[confidential] including VAT, to enable delivery of the User Computing Rolling programme over 5 years. The project would deliver a maintenance programme for all BU-owned desktop and laptop computers and was presented on the recommendation of FRC.

17/043b The Board **approved** the project funding and also **delegated authority** for the final award of the contract, within the budget contained in the paper, to the usual authorised Board signatories.

17/044 HR IT System Business Case [UB-1718-4-017]

17/044a The COO presented a business case to procure a replacement HR and payroll system, and interim annual leave booking system (for a period of 2 years) and a digital staff recruitment system. Costs for this first phase of the project would be £[confidential], to be followed by a second phase costing approximately £[confidential] over 10 years. The second phase would be subject to a separate business case. Funding was included in the Digital Enablers financial plan and the business case was presented with the recommendation of FRC.

17/044b The Board **approved** the business case for the procurement and implementation of a replacement HR and Payroll system (including ongoing costs for 10 years) costing £[confidential] (including recruitment and annual leave phase 1).

Mr Andrews left the room as he is a member of the DLEP Board.

17/045 Dorset Local Enterprise Partnership (LEP) Bid: Institute of Medical Imaging and Visualisation [UB-1718-4-018]

17/045a The DVC presented this paper which had been agreed for recommendation to the Board by the Finance & Resources Committee by written resolution. The proposal was for the development of an Institute for Medical Imaging and Visualisation which would bring together stakeholders from research, education and industry to develop both teaching and research programmes. The Institute would be based in the new Poole Gateway Building. £[confidential] was available from the Dorset LEP to fund the capital equipment for the project.

17/045b The Board **approved** the acceptance of £[confidential] for the purchase of capital equipment.

Mr Andrews returned to the meeting.

17/046 Approval of Lease of Unit 6 Drewitt Industrial Estate [UB-1718-4-019]

17/046a The COO presented a paper outlining the requirement to take a lease for storage purposes of Unit 6 Drewitt Industrial Estate for a minimum term of 3 years at an overall estimated cost of £[confidential] plus VAT.

- 17/046b The Board **approved** the Lease and **delegated authority** for the execution of the lease out of meeting by way of the usual authorised deed signatories.
- 17/047 **Approval of Lease - Rooms 40 and 41a, The River Lab, East Stoke [UB-1718-4-020]**
- 17/047a The COO presented this paper seeking approval to take a lease of Rooms 40 and 41a at the River Laboratory, East Stoke, Wareham for a term of 2 years at an overall estimated cost of £[confidential] plus VAT.
- 17/047b The Board **approved** the Lease and **delegated authority** to execute the lease out of meeting by way of the usual authorised deed signatories.
- 17/048 **New Leases: i) Rooftop Site at Talbot Campus [withdrawn] and ii) Car Parking Spaces next to Cranborne House [UB-1718-4-021]**
- 17/048a The COO presented this paper and explained that the request in connection with a lease of a rooftop site had been withdrawn pending further consideration of a number of matters. The second proposal requested authorisation for the granting of a lease of 4 car parking spaces adjacent to Cranborne House.
- 17/048b The Board **approved** the lease in respect of the car parking spaces and **delegated authority** to execute the lease out of meeting by way of the usual authorised deed signatories.

COMMITTEE REPORTS

- 17/049 **Honorary Awards Committee (7 March 2018) [UB-1718-4-022]**
- 17/049a The Minutes were **noted** and the Board **approved** the recommendations for the 2018 Honorary Awards. The Chair reminded all Members that details of awards remained strictly confidential until the awards were publicly announced before the University's graduation ceremonies.
- 17/050 **Remuneration Committee (8 February 2018) [UB-1718-4-023]**
- The Minutes were noted.
- 17/051a **Nominations Committee (8 February 2018) [UB-1718-4-024]**
- The Minutes were noted.
- 17/051b **Nominations Committee – Terms of Reference [UB-1718-4-025]**
- The amended Terms of Reference for the Nominations Committee were **approved**.
- 17/052a **Report of the Audit, Risk & Governance Committee [UB-1718-4-026]**
- The report was noted.
- 17/052b **Audit, Risk & Governance Committee – Terms of Reference [UB-1718-4-027]**
- The amended Terms of Reference for the Audit, Risk & Governance Committee

(ARG) were **approved**.

17/53c **Risk Register [UB-1718-4-028]**

The Risk Register was **noted**.

17/054 **Senate (28 February 2018) [UB-1718-4-029]**

The Minutes were **noted**.

17/055 **Finance & Resources Committee (13 April 2018) [UB-1718-4-030]**

The Minutes were **noted**.

17/056 **Management Accounts**

The Management Accounts were **noted**.

17/057 Appointment of Internal Auditors [UB-1718-4-031]

17/057a Mrs Lang presented a tabled paper as Chair of the ARG Committee, seeking the Board's approval to appoint a new Internal Audit services provider. Following a procurement exercise two tenders had been received, both of which fully met the requirements. After a robust selection process it was recommended that PwC be appointed. They were closely involved with the Sector and very positive references had been given in support of their work. [confidential]

17/057b The Board **approved** the appointment of PwC as the University's Internal Auditors for a period of 4 years from 1st August 2018.

17/058 **ANY OTHER BUSINESS**

17/058a Members noted the impending deadline for implementation of the General Data Protection Regulation (GDPR) and the COO confirmed that a detailed report on GDPR implementation was being submitted to the ARG Committee.

17/058a The Chair noted that Mr Irish's Term of Office would end on 30th June and thanked him on behalf of all Members for his lasting positive impact on the University and his outstanding contribution to the work of the Board.

17/059 **DATE OF NEXT MEETING**

The next Board Meeting will take place on Friday, 6 July 2018, and will be preceded by a Board Dinner on the evening of Thursday 5 July.

Clerk to the University Board
May 2018

Approved as a true and accurate record:

..... Date:..... July 2018.....
Prof R Conder (Chair)