

UET meeting

Tue 06 June 2023, 10:00 - 13:00

Attendees

Board members

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

In attendance

Absent: Julie Kerr, Jane Forster

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>
The minutes of the meeting were agreed as being an accurate record of the meeting and there were no redactions required before publishing.

Chair

There were no matters arising.

The Action Log was noted.

 Minutes_UET meeting_300523.pdf

 EUT action list after 30th May 23.pdf

2. Finance discussion

Susie Reynell


2.1. Cash flow update

Information

Susie Reynell

[Redacted content]

ACTION: SR: summary sheet of monthly cash days forecast for 18 months to be added to the forecast

 UET - Weekly Cashflow Forecast Narrative w-e 2 June 2023.pdf

 UET - Weekly Cashflow Forecast w-e 2 June 2023.pdf

2.2. Bids for approval

Susie Reynell

There were no Bids for approval.

3. Faculty performance

Anand Pandyan, Einar Thorsen, Christos Gatzidis, Judi Roberts and Russell Pottle joined the meeting.

There was a general discussion about performance and where both growth and savings might come from as well as the number of Bids being generated followed by a discussion on both the current portfolio and future additions.

Themes discussed

- RKE - where are the opportunities
- TRAC data
- Budget
- Portfolio review

RKE

There was positive and constructive feedback from each of the Deans. The quality and quantity of bids was the main area of discussion with the following noted:

- [REDACTED]
- The activity is currently focussed on a small group of individuals who are experienced in bidding and there needs to be much more involvement from the wider group. Currently only about a third of staff are involved in bidding and, in the main, it is limited to the professoriate.
- Need to change mindsets and culture
- Mentorship scheme of early career staff by professoriate requires re-booting to create a strong pipeline of experience and activity
- Overhead costings: these are influenced by the TRAC outcomes
- Balancing income and expenditure - need to ensure that this is better understood - faculties to work with finance on that.
- Networking with external partners to build collaborative bids will help
- Balancing academic delivery and RKE can be difficult for some to achieve.
- Play to people's strengths rather than expecting all staff to deliver 400 - 500 hours of RKE? The changes to the academic career framework will help with communicating about focus but each staff member should have a plan and ongoing discussions about how they are using their time productively. Extra hours should not be allocated to those who are not productive.
- There are academics who are publishing but not bidding - how to encourage them to put forward bids.
- Some Faculties submit more bids than others. FST and FMC already exceeding budgets. CG reported that FST is currently at 80% of target for the year and at 54% of target for next year. Share best practice with cross-faculty cooperation.
- Focus on quality rather than number of bids.
- Confidence is lacking - even at senior level despite the fact that the evidence proves that BU can attract the funding
- Grant writing academy - Einar reported that the upskilling of staff has been working well in areas such as media production who are now in the top 10 in terms of bidding
- Maturity of bidding culture will have a knock-on effect on ECRs
- Contract Research -losing out currently as not always been able to deliver. Should be doing more.
- Blind-spots: need to focus energy on blind spots where people aren't engaging at all and put in place a mechanism to measure activity and delivery against the research plan.
- Performance monitoring needs to be looked at over several years, not just a single year as some of the larger bids take longer to achieve and then deliver
- Holding staff to account: should form part of the appraisal process, particularly for senior staff,
- Setting clear SMART objectives is critical in conjunction with training and support
- Russell to investigate additional data requirement fir line managers including drilling down at an individual level and tracking the number of successful publications. This would empower the Deans to have more robust performance management conversations.

Conclusion: the aim is

- to have more people putting forward more, better quality bids,

- to generate the best return on the time invested
- to set clear objectives that can be monitored
- to support, develop and encourage more bids
- Concentrate on individuals' strengths
- Share best practice

ACTIONS:

- RP to look at data including how existing awards are reported alongside bidding and individual performance data over multiple years
- Deans to ensure that research plans are in place with robust conversations about expectations and setting smart objectives
- Deans to ensure that allocated hours are reviewed where these are not in line with plans and realistic expectations
- Deans to review mentoring and support arrangements to ensure that support is provided for bidding

Portfolio

Jane W joined the meeting and the opportunities to both consolidate and expand the current portfolio were discussed:

KPh:

- Areas to develop; e-sports, sport generally, apprenticeships
- Top-down approach - intelligence lead - looking at the job market and at other institutions
- Cross-faculty co-operation - combine strengths
- Size and shape work going well

JW:

Marketing for current key courses to be prioritised before looking at the new opportunities. Going forward, a suite of Sport courses would make a strong marketing campaign.

Anand:

- FHSS portfolio is a work in progress
- PG provision is an area of growth
- biggest risk/concern is International 2 year MScs because students with families are attracted
- suggesting a 3 year Clinical Doctorate instead
- sport is a potential for growth - sport for health and/or for elite athletes




Einar:

- securing existing provision is first priority
- grow existing courses e.g. Photography
- targetting areas where we are sector leaders
- International PGs, especially in relation to animation
- increase PG degrees and specialisms
- increase market share in technology within professions and become market leader - AI within law, augmented reality in production, tourism
- E-sports, sports management, sports branding, sports marketing - cooperation with BUBS and FMC
- need future-looking conversations

Christos

- aim to grow and mitigate any losses in international PG numbers
- sports opportunity
- UG Climate change course
- 3 x new Masters courses (two of which are AI)
- creative technologies
- MSc - Molecular Bio Science

ACTIONopportunities

-  TRAC2122_Workbook_10000824_1_27JAN2023_1007.pdf
-  TRAC Cover Sheet 2021-22 Pre-UET Review.pdf
-  TRAC Reasonableness Tests 202122 FINAL vSCR.pdf
-  Secondary Research Metrics Summary 2023-05 FINAL .pdf
-  2023-05 Q3 Research Metrics.pdf

4. International Recruitment

Discussion

Andrew Bird joined the meeting [REDACTED]

Jane Wakefield And Andrew Bird - Deans To Stay

[REDACTED] applications are 45% up, with 44% more deposits, and there are plenty of applications in the pot. Need to ensure that the conversion rate is as high as possible given the issues with payments and changes to visa opportunities for dependants.

If the offer rates can be kept up and conversion rates are high, there could be a smaller impact. It is not clear what the international perception of the UK will be going forward - other countries such as Australia and the USA may become more attractive as they're seen to be more open to international students - this may impact conversion even for students without dependants.

It was agreed that a targeted approach, which is feasible and realistic with limited resources, is required; it is important to provide the right experience. Need a detailed plan at departmental level [REDACTED]. Decisions to be made quickly for budget planning purposes and marketing of new courses.

Accommodation provision also needs to be considered if there may be more students in September.

ACTION: AB to follow up with the most affected departments on their plans.

5. Apprenticeships update

Discussion

Phil Sewell joined the meeting in person and Jacky joined online.

Phil Sewell And Jacky Mack

[REDACTED]

[REDACTED]

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Request received to renew Apprenticeships Framework with Salisbury. Rosemary to prepare CAF for authorisation.

ACTION: PS to update UET again on 21st June (via Teams) ahead of the ARG meeting

6. Assistive Technology SIA

CG reported that there has been some success via the research group that was set up but it has been limited and he questioned how much impact it really had as the success might have been achieved without the SIA.

JV confirmed that SIAs are likely to be incorporated within the strategic narrative going forward. This SIA has cost implications for external partnerships.

ACTION: UET to confirm status of SIAs going forward and consider renewal of the partnership arrangements

Discussion


Christos Gatzidis

7. Specific items for discussion

7.1. Security policy updates for approval

Approved with minor modifications.

 UET 16a BU Security Policy.pdf

 UET 16b BU Overarching Security Policy 2023.24.pdf

Decision

Jim Andrews

7.2. Talent & Research Stabilisation Fund - Monitoring

UKRI wrote to BU in November to offer £50K of (unexpected) funding as part of the Talent & Research Stabilisation Fund, the funding had to be spent between 21st November 2022 and 31st March 2023. This monitoring report outlines how the money was allocated and spent.

Decision

Shelly Anne Stringer

Approved.

 TRSF Monitoring.pdf

7.3. Risk review

ARG paper attached for endorsement.

Paper approved in principle with amendments

Talent and succession and recruitment and retention to be added

Owners to be reviewed and updated e.g. KPh for Portfolio

Decision

N/A

ACTION:


Risk to be discussed further at UET on 21 June. Russell to be invited to attend .

 2023-06 ARG Risk Review.pdf

 risk register questions.pdf

7.4. A/C contract

Approved

 Appendix 1.pdf

 Business Case AC.pdf

Decision

Jim Andrews

7.5. Draft management of published information policy

For approval before ARG

Requires more work to simplify before going to ARG.


Decision

N/A

ACTIONS:

JA and KPh to discuss further with Ros and Jane W

 Appendix C clean for UET.pdf

 Draft policy notes - RA.pdf

 Draft Management of Published Course Information for UET 5.6.23.pdf

8. Standing item: reportable events

Reportable events update

No new reportable events were reported.

Discussion

Chair

9. Future Meetings

UET agendas: 21st and 27th June - approved - Apprenticeships to be added to agenda for 21 June

ULT morning - 7th June - approved

Board Agenda - 7th July - Deborah joined the meeting. The Action Log was discussed

ACTIONS:

DW to set up 90 minute meeting with JV, SR and JA to discuss with Board members how finances work in HE - for knowledge exchange purposes only.

Point 209: JF to circulate political party plans for HE when available - likely late 2024

Point 215: SR to provide briefing note

Point 218: JF and DW to book workshops

Point 219: AI policy to be discussed and approved

JF and DW to discuss strategic planning workshops for the board

Tour of Lansdowne: approved

Forthcoming HR/OD Papers for UET

Tuesday 27th June

Review of and Recommendations for Appraisals - CL

Annual leave – harmonisation/increase

Campus workers incentives

Tuesday 4th July

Demonstrators Career Pathway – SD

Procurement proposals for Employment Lawyer (provision) plus ET Insurance

Tues 11th or 19th July

Academic Career Framework – negotiation meetings are every four weeks – suggest that feedback on details to date and raise any decision points

Staff Survey – Recommendations – provider/timeline etc

Health, Safety and Wellbeing Strategy

19th July

ULT half awayday – staff experience - vision for EDI

26th July

Plans for EDI at BU

26th September and 2 October


Leadership & Talent Development Update.

Workforce Plan (incl key people risks, academic staff profile, SSR)

Pay progression and promotion overview and analysis. ES

 UET 27th June 23.pdf

 UET 21st June 23.pdf

 plan to end 2024.pdf


 Board Actions Register 2022-23.pdf

 7 July 2023 Agenda.pdf

9.1. ARG papers

Policies for endorsement before going to ARG


Approved

 UET 01 Information Security Policies & Standards 2.pdf

 UET 03 Acceptable Use Policy 2023.pdf

 UET 02 Information Security Policy 2023.pdf

 UET 04 BU Staff and Authorised Users Policy 2023.pdf

 UET 05 Info Sec Policies and Standards Comparison Chart.pdf

10. AOB

Chair


May updates from Business Engagement/Health & Care Partnerships Managers - operational issue not for discussion at UET


Accommodation - provision of an additional 50 beds was approved.


KPh to attend SUBU Impact Awards event

HE representation at Integrated Care Board/Care Partnership - **ACTION:** JA to produce paper to nominate BU.

There was no further business.

 FMC External Engagement Progress Report - May 2023.pdf

 FST - Faculty External Engagement Progress Report - May 2023.pdf

 HCPM report May 2023.pdf