

UET meeting

Tue 03 October 2023, 10:00 - 13:00

Attendees

Board members

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

In attendance

Jane Forster, Julie Kerr

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>


Chair

The minutes were approved as being an accurate record of the meeting. There are some redactions required before publication.

Matters arising: Point 8.1 relating to Cibyl should read OfS and not OVC.

The Action Log was noted.

 Copy of UET actions list after 26th Sept 23 meeting.pdf

 Minutes_UET meeting_260923.pdf

2. Finance discussion

Susie Reynell

2.1. Cash flow update

Information

Susie Reynell

Fee receipts lower than expected - given current 23/24 student number indications vs budget, this indicates a likely permanent shortfall in fee receipts for the year to date. The fees due in October are still a risk, however, the picture will become clearer within the next couple of weeks.

Other income and accommodation rent performed better than expected. This to be treated as a timing difference.

Payroll was as expected. PTHP has reduced slightly but may increase again in October.

Non-pay costs were £0.2m less than expected.

The "contingency" expenditure outflow has not been used – this is now treated as a permanent cash saving.

IT DE/IP project outflows were £0.3m – the reforecast received suggest that there are delays and future months are adjusted accordingly without impacting the year-end closing cash position.

REDACT

[REDACTED]

Capital outflows in week as expected – no impact.

Judi noted that withdrawals have not been taken into account. The September results will therefore show a bigger gap at month end. £3m has been allowed for withdrawals over the course of the year.


2023/24 Overall

Both overseas instalments and SLC receipts require detailed review in the next week or so to see if current student number indications will improve. The shortfall in September reduces the year-end July 2024 position.

The fall in forecast net cash has no material impact on Cash days KPI (an overall reduction of 3 days to 169 vs target 110)


Continuation appears to have exceeded targets, therefore the provision held for this will help mitigate the loss from fees. There are currently only around 50 spare beds available which is better than expected and they may be used in January.

A bridge showing the gains and falls was discussed. It is likely that these numbers will get worse as the student numbers are finalised and it is important to consider what mitigation needs to be put in place.

 UET - Weekly Cashflow Forecast Narrative w-e & m-end 29 Sept 2023.pdf

 UET - Weekly Cashflow Forecast w-c 2 October 2023.pdf

 230103 - Fees bridge by Dept - Sept 23.pdf

 231003 - Fees Bridge by type.pdf

2.2. Bids for approval

There were no bids for approval this week.

Approval

Susie Reynell

3. Faculty performance

The Executive Deans, Judy Roberts and Andrew Bird joined the meeting. Scott Wright, Deputy Dean FMC, represented Einar.

The drop in student numbers and the control points to mitigate the drop was the focus of the meeting.

SR explained the above numbers as they stand currently - and noted that they are subject to change, both upwards and downwards.

The Deans were asked what measures can be/are being put in place to mitigate both the drop in numbers and the increasing cost of delivery, in the short, medium and longer term. SR pointed out that budget envelopes will shrink in line with numbers and therefore careful consideration is needed as to where savings can be made. It was also made clear that the same question will be asked of the Heads of Professional Services.

It was noted that a significant number of students paid deposits but have not started, which is unusual, and that students' pattern of behaviour is shifting.

Staffing to be considered in the context of the fact that only 14% of teaching workload is face-to-face.

Teaching time needs to become a priority.

Feedback from the Deans:

BUBS - Lois

- Really challenging - there are units with over 700 students which need to be delivered - resources are still tight even with the under-recruitment
- Some recruitment has already been delayed until January. 16 FTE positions are in active recruitment and several offers have already been made. Will look again at phasing to January 24 wherever possible.
- Meeting to take place with Heads of Department to discuss further.
- Will consider use of PTHP budgets and review for savings.
- Some existing posts for demonstrators can be put on hold but this will not address the gap
- Happy to receive any advice.

Andrew

- January intake is key
- International numbers have been impacted by the currency situation in Nigeria
- There have also been other external factors including changes to visa regulations relating to bank statements which caused delays.
- Late arrivals - 125 students would have arrived late but a decision was taken not to allow the late arrivals so these are now deemed to be lost.
- Applications - hope to exceed the target for January

Discussion

Deans

- There will be little change to UG numbers in January

ACTION: Andrew to look at all markets, focussing on markets with higher conversion rates.

Anand

- FHSS does not have a big January intake
- Started reining in spend on headcount: worry is that in the last 2 years a lot of staff have already had excessive workloads
- Will look deeper into PTHP figures
- Constraints now being put in place and will be in a better position in October but concerned that this will have an impact on ability to deliver
- Won't automatically replace leavers
- Attrition has dropped over the course of the last 12 months
- The drop in numbers on Sports Science was unexpected
- Workload policy - difficult to make changes
- Last year FHSS took on more students than expected - the drop of 150 students this year rebalances that. KPh - however, such a drop in number ought to relieve some of the workload this year.
- Still got timetable gaps and are managing risks.
- Not all current vacancies are being appointed to e.g. Sports Science, Social Science/Social Work. No new appointments anticipated to go to Workforce Panel in October but will look at phasing.
- Workforce plans are not yet complete but looking at staffing quite thoroughly and careful conversations are required.
- Research is slowly turning round - some small wins within research income and better quality bids are on the horizon.

Christos

- Positive picture overall
- Reluctant to offer cuts to staffing as still need resources to deliver
- Started to audit the workforce plans which are already in place and noticing some discrepancies and tendencies
- Looking carefully at PTHP numbers
- Expect further savings can be made
- Little that can be done in the short term as the workforce plans have been fixed for the year. Can start looking at workforce plans again in the Spring for the medium term.

Scott

- Very short term plans -
 - take some late students and provide specific support locally
 - HoDs looking at every seminar to see if any can be amalgamated to save costs.
 - Making sure that operations are as lean as possible.
 - PTHP - locked into workforce plan and don't believe that anything can be done at this stage.
- Short term
 - Started to look at all options
 - Look at units at each level: look at where there is too much choice
 - Look at courses with low numbers
 - Look at 20 credit options which are more popular with students but not good for the workload planning
 - Look at cost benefits and NSS results
 - Look at where can increase income e.g. apprenticeships
 - Have looked at proliferation of roles outside of DHoDs - don't think can help here as already lean
 - RKE budgets will be exceeded this year which will help
- Medium term
 - Target more international students e.g. from USA as we would look good value compared to the costs there.
 - Look at where savings can be made in bonus research hours - ensure they are being allocated in

The Apprenticeship Workforce Development (AWD) have contacted BU to provide more details about the CPD which takes place online through October. Representatives from faculties and the apprenticeship team will attend each session offered. Only one representative from the university is able to attend each session. The first one is today.

REDACT

Focus now :

- to concentrate on the quality of provision rather than only compliance. Deep dive arranged for early November to improve understanding and move things forward
- Strategy - 2 new team leaders are now in place which will allow more time to focus on strategy.

 Degree Apprenticeships update to UET - 3 Oct 23 v1.Final.pdf

4.1. Safeguarding Policy for Apprenticeships

Jim Andrews

The policy aligns to new standards and was approved

 Safeguarding Policy for Apprenticeships October 2023.pdf

4.2. URN for 1 ACP Apprenticeship with BPC


Decision

This is a retrospective URN as the apprentices are already on programme. It was approved.

Phil Sewell

This is not an ESFA compliance issue


note: another URN was approved by email after the meeting

 Contract_Issue_30459-592_Bournemouth_Universi.pdf

4.3. BU Apprenticeship contract with the Bournemouth and Poole College

The current contract with BPC is coming up for renewal and the proposal is to extend it by a further year rather than negotiate a completely new contract. There are a few small additions and clarifications but the terms remain the same. A correction of the CAF required as it refers to both BCP and BPC. Approved once corrected.

 20995 - CAF - Amendment to BCP Subcontract for Apprenticeship Training Services - CAF - 27.09.2023.pdf

 20995 - Amendment Agreement - Subcontract for Apprenticeship dated 21.09.2018 - FINAL.pdf

5. Theme: student experience and education

Ros, Jane W, Mandi, Jo, Brian joined the Deans for this item - Einar was not in attendance.

5.1. Student Voice

Information

Update of workstream:

Jo Thurston

- WP1 – Stakeholder engagement - complete
- WP2 – Auditing and Mapping - complete
- WP3 - Student Union Partnership - in progress
- WP4 – Evaluation of 2023 surveys / evaluation against NSS - complete
- WP5 – Amend policy 5B – reframing student voice at BU - complete
- WP6 – Launch and embed new ethos and practice around policy 5B - in progress

eASEC

Key issues responded to were:

- concern the Student Staff Forum approach was a new initiative that needed workload planning

allocations etc

- concern over the TEF narrative where we have moved away from survey data as basis for a narrative.

Faculty Implementation

- All ADSE's have been briefed on the new Student Voice Sharepoint resources and have shared them with their Programme Leaders, HoDs and DHoDs.
- Programme Leaders in BUBS, HSS and FMC have received training on gaining student feedback for this academic year
- FST are happy for the ADSE to run Programme Leader training etc.
- Faculties have very different interpretations of the current ARPP 5B regarding the role of the Student Rep, so Faculty training has included clear guidance on this area and the workstream will continue to work with SUBU to develop a consistent and mutually beneficial approach.
- A number of programme AMERS refer to dated methods of collecting student feedback / measuring progress for student voice actions. It is anticipated that for the January AMER updates, all programmes will have amended their AMERS to reflect the interim measures. Programme Leaders will benefit from regular signposting from their ADSE's via the workstream lead, to 'walk' them through Student Voice activities this year, but the interim measures have been received well by Faculties.
- A number of survey requests have come to M&C already this academic year. The Sharepoint site is being updated this week with the central request form to allow central oversight of survey requests to ensure we do not over survey students.

Research underpinning future developments/approaches

- The research project being led by Ian Jones, is recruiting team members from the faculties to support data collection.
- Ethics is anticipated to be submitted by the end of this week.
- Methodology has been confirmed and data collection will start once ethics has been approved.
- The project is on target to achieve its milestone for the October – November period .

Next steps

- October/November
 - To understand student perceptions of student voice and student feedback
 - To develop an initial understanding of potential methods of hearing student voice and effective student feedback methods
- December - February
 - To understand barriers to feedback - to understand what may encourage students to give feedback
- February - March
 - To use empirical evidence to collaborate with students to develop effective and inclusive feedback
- March - April
 - To collect feedback on the outcomes from the research programme

ACTION:

JT to ensure that JA is kept informed of any discussions with SUBU.

 UET Update Oct 2023.pdf

5.2. International Student Experience

Update:

- Comms for Sept 2023 entry updated and targeted comms sent to Nigerian students about financial challenges and Form A. Further reminders sent about payment requirements.
- New Agent Quality Framework has been developed and launched. New agent contracts have been written and are being sent to all agents.
- Clear information for students (and staff) to understand the timelines for Visa applications and how this links to ability to enrol. New deadline introduced however a delay in the UKVI issuing our CAS allocation meant we needed to extend our CAS issue deadline by a few days.
- Deadlines for the OLR/OLE emails for this Sept meant that there have been no significant changes, but the wording has been reviewed to make as clear as possible.

Information

Jane W - Mandi On Leave

- The new group developed and delivered an enhanced arrivals experience in September. A 'Washup' meeting to review and evaluate the arrivals experience will take place before the end of October.
- Benchmark all international student experience activity against the QAA Guidelines. The QAA Guidelines are currently being mapped to BU and an update on this is expected in November.
- Budget for taking part in the International Student Barometer (ISB) has been confirmed and will be launched in November. Feedback from the ISB is due in January 2024.

ACTIONS:

- JW to ensure that Finance is involved
- JW to work with KPa to develop staff to better equip them to deal with International Students.

 International Student Experience Update - 3.10.23.pdf

5.3. Access to Learning and Resources

Lecture Capture: gaps and needs now identified. Next step - embed in existing replacement cycles. Ensuring correct specs for ceiling mics before confirming. Though we will never achieve 100% lectures being recorded, we would like to improve the availability of recorded materials across units (39% in 2022/23 with at least one recording; aspiration of 45% in 23/24 with at least one recording). Looking at usage rates for currently recorded lectures to inform policy.

Student guidance: development complete. Next step - communication plan for 2023/24.

Policy - hardware/software/ subscription impacts considered. Next step - draft new policy for consultation.

Improved Coherence of **Brightspace Experience:** implemented and evaluation ongoing. Feedback has been very positive so far and is encouraging.

Improved experience of **student communications:** there has been a substantial reduction in email traffic and content is now much more personalised and planned further ahead.

- **Student Newsletter:**
 - Reduced frequency (every two weeks)
 - Posted to Brightspace Programme Communities (not emailed)
 - Auto release 24 hours after posting (Wednesdays)
 - HSS personalisation pilot –PLs can provide a programme-specific update
- **Staff Awareness Raising (re: Newsletter):**
 - Shared via Intranet for staff awareness of student messaging
 - New approach requires new behaviour (planning to meet new/less frequent pattern)
 - More work to develop Needs-Wants Communication Framework

 Access to Learning & Resources - UET 3 Oct.pdf

5.4. Academic Calendar Update

Focus has been on publishing the timetable earlier, adherence to deadlines and implementation and review of a set of amended principles eg no teaching at the weekends unless agreed as extra curricular etc.

This involves looking at re-ordering when inputs from other processes feed into the timetable (WLP, new and revalidation of units, curriculum build, staff adjustments etc.).

Discussions ongoing re the timing of WLP, some HoDs have suggested that the WAMS system be rolled over in Oct/ Nov for 2024/25 planning, but there is a compromise with this re the lack of up-to-date data around unit/programme structures and student numbers.

Discussions have started around running proposed changes to the earlier release of the timetable, in parallel with the actual process. This would enable the monitoring of the new process as a 'dry run' ensuring any potential issues can be fixed prior to rolling it out in 2024/25 for the 2025/26 timetable build.

Some discussion around running a dynamic timetable, block booking, impact of less balanced unit delivery.

As there is currently no-one overseeing the end-to-end process for timetableline (covering all teams and activities) should this be considered as a new role potentially under the direction of one of the PVC's .

The Space Management Team are currently producing analysis around:

Discussion

Shelley Thompson

Information

Brian Kaliczynskij

- themes/ volumes of timetable changes, driven by staff adjustments, received pre- and post the submission deadline, incorporating the impact of timetable changes driven by those who checked their timetable on time versus those that didn't.
- how the agreed principle and process changes already implemented have affected the timetable build for 2023/24 (some positives around student fitting being ahead of previous years, but challenges elsewhere such as number of late staff adjustments, and the fact we are seeing more teaching after 5pm due to moving back to more face-to-face teaching).

Looking at the viability of more principle changes for the next round of timetable build (list TBC)

New Scheduling and Timetabling policy to be presented to UET next week (10th October) for approval.

Attendance data tells us that there is scope for thinking about how space is used:

74% attendance monitoring last week

70% attendance monitoring this week

There were no further comments about the Workstreams - emerging themes from the discussions with SVEC to be discussed after that meeting.

 Academic Calendar - Confirmed actions list 270923.pdf

5.5. Personal Tutors

Personal Tutors: there is still a distance to go before there is a full complement of personal tutors allocated in the system. This is the optimum time for personal tutors to intervene to smooth transition for students and it means some of the planned activities for level 0 - 4 students cannot go ahead. SciTech has made more progress than other Faculties. Christos confirmed that this success was down to constant chasing of departments and impressing the urgency of the matter to the Teams to get the names to FLIE.

ACTION:

- Deans to prioritise this as a matter of urgency - to be complete by the end of the week.
- JA to follow up with Deans.

6. Items for approval or note

6.1. ISIO - preparation for meeting on 9 October

Susie Reynell

This was not discussed and the meeting may be pushed back.

ACTION: SR to follow up.

6.2. RKEC and REF committee terms of reference

Decision

To finalise the RKEC ToR before Senate

Keith Phalp

- Further updates to RKEC membership were discussed
 - addition of REF Chair - KPh until such time as the APVC is appointed
 - Deputy Chair - member of the Professoriate
 - reduce professorial reps from 4 to 2 (as per ASEC) - approved
 - reduce staff association rep to 1 - approved
 - remove Chairs of funding panels - Keith didn't feel needed on here - agreed
 - added Exec Dean rep - agreed
 - added Associate PVC - agreed
 - Updated Chair to say 'or nominee' so can be Associate PVC - agreed
 - A senior member of Finance to attend regularly
- Further tweaks and simplification of some of the statements of responsibility required

REF committee

- ToR should not name individuals - only the roles
- Line to be added - up to two active research members
- Consider newly appointed Profs as there is a lot of talent

ACTION: KPh to follow up with REF and Senate

[RKEC ToR.Sep23 clean.pdf](#)

[REF Committee TOR - proposed changes September 2023.pdf](#)

6.3. Leadership & Talent Development Update

Endorsement before FRC

To be discussed at UET on 10 October.

Decision

Karen Parker

6.4. Academic Career Framework Renegotiation

REDACT

[REDACTED]

Timeline: KPh to feedback to KPa this week. Final draft to UCA within 3 weeks. Consultation to follow thereafter.

ACTIONS:

- KPh to review and give feedback to KPa this week
- KPh and KPh to consider how to capture staff who bring in substantial non-tangible income such as Programme Leaders.
- KPa to build demonstrators and researchers into the framework
- KPa to consult with Deans
- KPa to negotiate on output versus cost issues - cannot afford to promote without some sort of value in return.
- KPa to ensure that performance management is included in the framework.

[2023-09 Paper One UET-ACF summary and areas for input.pdf](#)

[2023-09-22 Paper Two ACF UCU draft ALL grades for comparison.pdf](#)

[2023-10-03 Executive Summary UET_.pdf](#)

7. Standing item: reportable events

Reportable events update

There were no new issues reported.

KPa confirmed that all marking is now complete.

ACTION: KPa to confirm that all students have now received their grades and to feed back to UET how many students achieved higher grades than the provisional ones predicted.

Discussion

Chair

8. BU32 next steps

General direction of travel is clear. Slides help focus on next steps.

Vision and values: decisions by UET

Portfolio development: needs more work and input from Deans - bring it back to what makes money - consider labour markets and cost of delivery.

Discussion

John Vinney

Risk Appetite : SR to prepare slides.

Financial Parameters: Health check - showing short and medium term actions to report back to Board in February.

Need to be focussed for Boards in November and February - both are 3 hour sessions.

November Board will concentrate on educational character: Fusion, employability, strategic narratives, apprenticeships, civic partnerships, skills agenda, online and the franchise model.

SR creating portfolio heat maps for Feb Board.

 UET BU32 slides 3rd Oct 23.pdf

9. Future Meetings


Note

- Deans to attend UET on 17 October.
- UET meeting on 24 October has a smaller agenda than usual
- Professoriate meeting added on 14th December.
- It was agreed that the Wider Leadership Away Day pencilled in for 12th December be postponed.

Chair

 UET agenda 17th October 23.pdf

 UET 10th October 2023.pdf

 Upcoming meeting summary UET 3rd October 23.pdf

9.1. SQS Agenda

Decision

Approved

ACTIONS:

- JF to prepare blended slide pack
- KPh to add a couple more slides

 SQS 3 November 2023 Agenda.pdf

10. AOB

Chair