

# UET meeting

Tue 09 February 2021, 10:00 - Tue 09 February 2021, 12:00

MS Teams

## Attendees

### UET members

John Vinney (Chair), Tim McIntyre-Bhatty, Jim Andrews, David Reeve

### In attendance

Jane Forster, Sarah Hutchings (Present at: 2, 3, 5), Brian Kaliczynskyj (Present at: 3), Claire House-Norman (Present at: 4), Justin Cole & Russell Pottle (Present at: 5)

## Meeting minutes

### 1. Minutes and Matters Arising from the Previous Meetings held on 2 February 2021


**Approval**  
Chair

#### Minutes

The minutes from the previous meeting were approved with no further comments or redactions.

#### Matters arising

None noted.

 Minutes\_UET meeting\_020221.pdf

### 2. Standing item: Financial Update

**Discussion**  
David Reeve

Present: Sarah Hutchings

#### 2.1. Cash Flow update

**Review**  
Sarah Hutchings

SH joined the meeting to review the latest cashflow update:

-February movement, SH noted that we were still seeing the increase of the January income coming in with the high level of deposits.

-Small timing difference on the instalments and sponsor receipts but overall hadn't change, so had gone into April

-Timing difference also noted for the two additional OfS Hardship funding which have already come in but won't be spent until March. SH advised that she had allocated this additional funding spend into the accommodation contingency and hardship fund line.

-Items which hadn't been included in the cashflow forecast included the risk log which had been shared last week. It was agreed that this would be updated and reviewed every two weeks.

## 2.2. Bid Approvals

**RED ID:12369** – “Implementation of Digital Health Coaching for older people with mild frailty in Wessex”, ARC Wessex (NIHR) – Jane Murphy

DR noted that recovery rate was low and from a cashflow point of view could be challenging. DR added that we did have the match funding and a high bid success rate so we should consider putting this bid forward.

UET approved on that basis.

**RED ID: 12465**– “Novel and non-invasive methods to understand fish behaviour and ecology”, Leverhulme Trust– Catherine Gutmann Roberts

**RED ID: 12480**– “Hidden Codes: Digital infrastructure and literary form, content and ideology”, Leverhulme Trust– Bronwen Thomas – (Fellow: Suzanne Black)

**RED ID:12496** – “Using Interactive Technology to Support the Expression of Immigrant Heritage Between the UK and China”, Leverhulme Trust – Shichao Zhao

For all of these bids, the FEC rates were just beneath what we would target. DR added that we would be running these at a slight loss but would be utilising QR funding which was already in the cashflow. These were prestigious funds to support but the success rate was low for all of these.

UET approved all three bids.

**RED ID: 12515**– “Marginalization, Identity and Discourse. A cross-national comparison between the United Kingdom and Germany”, AHRC – Antje Gluck

**RED ID: 12486** – “Finding a Pre-industrial, Pan-tropical 'Anthropocene' in Latin America”, AHRC – Philip Riris

These were very good bids with good recovery rates and positive in terms of the net gain.

UET approved both bids.

**RED ID: 11894** – “Tracking physical activity after total knee replacement”, Zimmer Biomet – Thomas Wainwright

Very positive bid with 100% success rate.

UET approved the bid.

 Narrative for UET meeting 9.2.21.pdf

## 2.3. Zero Based Budgeting

SH noted that all the kick off meetings had taken place. The scope statements and workload for the various teams ,including the OVC, had been agreed. They were currently agreeing the activities which would be used to build the cost up. SH noted that there had some debate from two of the Faculties around SSRs, and how to build the staffing model. The paper circulated was building on from the discussions which took place at the last EULT meetings and the sessions with Dr Colleen Harding around behavioural change.

UET reviewed and discussed the paper including the table and how best this would aligned with our BU2025 priorities. There were some discussions around some of the wording and tone of the paper. JA added that the panel composition needed reviewing in terms of gender balance. Overall, it was agreed this was a great piece of work and a good starting point.

Further to UET's feedback, SH would update the paper accordingly and re-circulate to UET for final review before this would be submitted to the next EULT meeting on the 24 February.

 Zero Based Budgeting Challenge and Review Meeting Roles v2.pdf

### 3. Transformation Team update

BK joined the meeting to discuss the latest work which had been done by the Transformation Team. BK noted that whilst there was some movement between individual savings targets, the latest forecast was on target, helped along by the extended COVID restrictions. Overall, the financial position was positive against plan. The Finance team had started the process for the Zero based budgeting with a selection of departments to start with and this would be reviewed going forward. BK added that the Work Load Planning (WLP) project alongside Billy Proctor and the Placement Manager review with Mandi Barron's team had started and were progressing well.


The risks outlined by BK were the continued impact on staff of working from home and the pressures of workload.

BK also reviewed the F&R paper and suggested approach which would include a full review of all F&R processes in partnership with the Finance and HR teams, under the guidance of the Transformation Team to:


1. Review processes to determine what activities were duplicated
2. Investigate whether effective use of systems had been adopted
3. Review activity by role to understand whether it effectively met the needs of the Faculty/ Central Service and BU
4. A review of the current roles, responsibilities and activities to determine the extent to which a revised centralised or devolved structure was more effective
5. Improve service to staff and other stakeholders

In order to take this forward, BK would need's UET approval on timing, the selection of a sponsor and the support which would be provided, and the engagement by staff and the Unions.

UET agreed that the timing was right and we should push forward with this project. This formed part of the continuous drive for improvement. It was agreed that this should be tabled at the next ULT meeting on 24 February in order to get wider approval and further Deans' engagement and participation.

 Programme Summary v1.4.pdf

 Transformational Plan Finance and Resources Operational review V1.9 (1).pdf

 Work in Progress Lean Plan 220121.xlsx

Present: Sarah Hutchings, Brian Kaliczynskij

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### 4. Room names and Donations

**Discussion**  
Claire House-Norman

CHN joined the meeting to review with UET a key piece of research which had been done around 'room naming' and historical donations at BU which could potentially have links to profits from slavery. CHN added that currently the research had only been done for philanthropic income and it would be important that the same research was applied for RDS income.

UET agreed that it would be beneficial if CHN could review both documents and make recommendations on the ones which could potentially be contentious for UET to consider and make a decision. This would be reviewed in a month's time at a UET meeting.

JFo added that we should also be looking at doing a similar piece of work around the Hon Docs.

Present: Claire House-Norman

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### 5. Student Number Planning

**Discussion**  
Justin Cole, Russell Pottle  
And Sarah Hutchings

Following from conversations which took place at ULT meeting last week around 'Assumptions',

JC, RP and SH joined the meeting to have a

more strategic and longer term discussion around student number planning.

RP shared and reviewed with UET another re-iteration of the figures. In terms of next steps, JA added that we needed to evaluate what this meant in terms of an income perspective at a headline level.

RP agreed to re-circulate the presentation including a slide showing the total FTUG student numbers as discussed.

UET agreed to discuss this further at the half day discussion meeting on the 23 February.

Present: Sarah Hutchings, Justin Cole & Russell Pottle

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### 6. The Operating delivery model

**Discussion**  
Chair

DR would circulate the assumptions figures around the operation delivery model which would form the basis of the discussion.

UET suggested setting some time aside on the 23 February meeting to discuss these topics and the broader impact on BU2025 and its challenges.

 BU Operating Model (1).pdf

 BU2025 outcomes.pdf

#### 6.1. The Academic delivery model

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## 7. Standing item: OfS and Government Reporting

Information  
Chair

- Reportable events update
- Regulatory Reporting Tracker

-TMB advised UET of a potential loss of accreditation on a programme in FMC which was flagged to him yesterday. Ms Jacky Mack and Dr Einar Thorsen were looking into this and would be updating TMB by the end of week at the latest. [TMB gave apologies due to another meeting he needed to attend]  
-JA confirmed that the sale of BH (or any building) was not a reportable event. Ms Deborah Wakely had been notified accordingly.

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## 8. Future Meetings and Items:


Review  
Chair

- ULT agenda - 24 February 2021

-Student number planning discussion to be added

- ULT agenda - 10 March 2021

 ULT 24 Feb meeting.pdf

 ULT 10 March meeting.pdf

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## 9. AOB

None noted.

