

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 7 FEBRUARY 2014

Present: Mrs S Sutherland (Chair).
Mr J Andrews (Chief Operating Officer); Mr C Appleton; Mr G Beards (Director of Finance & Performance); Mr J Clark; Ms S Collins; Prof R Conder; Mr J Granger; Dr J Knowles; Mr T Lee (Deputy Chair); Prof T McIntyre-Bhatty (Deputy Vice Chancellor); Mr D McQueen; Dr P Rawlinson; Prof E Rosser; Dr R Scullion; Dr C Shaw; Mr M Simpson (Students' Union at Bournemouth University, President); Ms C Troy; Prof J Vinney (Vice Chancellor).

In Attendance: Prof J Fletcher (Pro Vice Chancellor, Research & Innovation); Mr S Laird (Director of Estates)(Item 1); Mr H Nowell (consultant, Urban Initiatives Studio)(Item 1); Mr G Rayment (Committee Clerk); Mr N Richardson (Clerk to the University Board); Ms D Wakely (Head of Legal Services); Ms A Williams (Environment & Energy Manager)(Item 4.2).

Apologies: Ms M Barron; Mr D Hines; Dr F McMillan; Mr R Spragg.

Declarations of Interest

Prof McIntyre-Bhatty informed the Board that he was a Director of the University's subsidiary company BU Innovations Ltd. Mr Lee and Prof Fletcher are Directors of BU Enterprise Ltd. Mr Andrews, Prof Conder and Mr Laird are Directors of BU Residences Ltd. Mr Appleton is a member of the Talbot Village Residents' Association.

The Chair welcomed Mrs Wakely and Prof Fletcher.

1 BOARD BRIEFING: THE TALBOT PROJECT

1.1 [Confidential minutes]

2 MINUTES OF THE PREVIOUS MEETINGS

2.1 Minutes of the University Board Meeting, 29 November 2013

The Minutes were approved as an accurate record.

2.2 Matters Arising and Actions Register

2.2.1 The Actions Register was **noted**. An update on estates developments (Action 61) was included on the agenda at Item 4.1 (below). The Chief Operating Officer (COO) informed the Board that further consideration had been given to the future of related company BU Innovations Ltd (see previous minutes, 2.2.1). It was now proposed that, due to possible restrictions relating to the transfer of Fluvial Ltd plus the possibility of other suitable Intellectual Property (IP) investments arising in future, BU Innovations Ltd might not now be dissolved. It was also agreed that a previous action to circulate a revised University IP policy be re-instated on the actions register with Prof Fletcher as the lead.

<p>ACTION: Reinstate Action 29 (IP Policy) on the actions register extract for future meetings, with Prof Fletcher as the lead.</p>
--

ACTION BY: Clerk/Prof Fletcher

3 CONTEXT SETTING AND UPDATE REPORTS

3.1 VC's BU Update Report

- 3.1.1 The Vice Chancellor (VC) presented this report, and highlighted key external developments. The annual grant letter, setting out the total funding to be distributed by the Higher Education Council for England (HEFCE) had still not been issued*. The Government were considering options for ways to balance an overspend resulting from higher numbers of students using private providers. It was believed that options under consideration included possible cuts to the Student Opportunity Fund and/or research funding. It was noted, however, that any cuts may not be as dramatic as was first feared.

**Note: The letter was subsequently issued by the Department of Business, Innovation and Skills on 10th February and HEFCE are expect to notify Institutions of their recurrent grant allocations for 2014/15 on 27th March. The letter is published on-line at <http://www.hefce.ac.uk/news/newsarchive/2014/news85409.html>*

- 3.1.2 The creation of 30,000 new student places combined with the removal of student number controls from 2015/16 was expected to have a major impact and may result in opportunities for modest growth in key selected areas for the University. Financial planning assumptions would be reviewed to take account of this new environment and the increased demand that the University was experiencing for Undergraduate programmes. These revised financial plans and any proposals for growth would be presented to the Finance & Resources Committee (FRC) for consideration at its next meeting.

ACTION: Present revised financial plans to FRC for consideration, along with any possible proposals for future growth.

ACTION BY: VC

- 3.1.3 The Government's Immigration Bill was proceeding through Parliament and raised areas of concern for Higher Education providers. These included the replacement of a right to appeal with a system of administrative reviews, the requirement for landlords to undertake immigration checks, and the introduction of a health service levy. Opposition to the plans via the consultation process had resulted in only minor amendments and the University would continue to lobby with Universities UK against the changes to the right of appeal.
- 3.1.4 In terms of internal developments, the VC explained that the integration of the Schools of Applied Science and Design, Engineering and Computing into the new Faculty of Science & Technology had been implemented and appeared to be broadly well-received by staff and students. In general terms, university faculties tended to be larger in size and where comprised of specific departments.
- 3.1.5 Members **noted** the report.

3.2 **Students' Union at Bournemouth University (SUBU) Update Report**

- 3.2.1 The SUBU President presented his report and highlighted key activities since the previous meeting. SUBU had worked in collaboration with the AUBSU on a 'Lock or Lose it' burglary prevention campaign across the local community. A record number of students had attended the Student Shout meeting and a referendum had been launched on whether SUBU should support UCU/UNISON strike action by University staff. Concern was raised at the possibility of any reduction in additional support for students with disabilities and personal testimony on the importance of this funding was provided through a quote from a former BU winner of NUS Student of the Year. It was agreed that the Board would receive a briefing note on Additional Learning Support from the Head of Student Support Services.

ACTION: Board to receive a briefing note on Additional Learning Support.

ACTION BY: Head of Student Support Services.

- 3.2.1.1 In terms of SUBU's strategic aims, an increasingly international focus was anticipated in coming years along with a drive to increase democratic engagement and a focus on student welfare. [Confidential minute].

- 3.2.2 Members **noted** the report and welcomed the activities undertaken by the Students' Union.

3.3 **Chair's Report**

3.3.1 Chair's Action and Use of the University Seal

- 3.3.1.1 The report and accompanying TRAC return were **noted**.

3.3.2 Appointment of the Clerk to the Board

Mrs Wakely and Mr Rayment withdrew from the meeting for the duration of this item.

- 3.3.2.1 The Chair presented this report and sought the Board's approval of the appointment of the Head of Legal Services to the role of Clerk to the University Board. She explained that this was an important and independent role providing advice and guidance on matters of governance and legal matters. It was recognised that there was a need to strengthen the clerking arrangements, particularly on the legal front, given national changes and increasing onerous requirements. It was felt that the appointment of the Head of Legal Services to the role was an ideal solution that met the requirements as well as the recommendations which arose from the Widget Co Investigation. Mrs Wakely had the necessary qualifications and experience and in the event that advice was needed outside of her immediate experience then this would be sought from external providers.

- 3.3.2.2 Members stressed the importance of maintaining the independence of the Clerk's role and having procedures in place to manage any possible conflicts and line management matters, such as appraisals. It was also stressed that the Clerk would be free to directly approach the Chair, or Committee Chairs rather than being bound by any institutional reporting structure.

- 3.3.2.3 The Board **approved** the appointment of the Head of Legal Services as Clerk to the University Board.

3.3.3 Chancellery Appointments.

- 3.3.3.1 The Board **approved** the re-appointment of Lord Phillips as Chancellor for a further

term of 4 years.

3.3.4 Any other matters.

3.3.4.1 There were no other Chair's items to report.

4 STRATEGIC MATTERS

4.1 Estates Development Framework: Update

4.1.1 The COO informed Members that Heads of Terms were currently being finalised in respect of a 10 year lease on TVT land to provide a parking solution which would mitigate the problem of the parking spaces lost through the construction of Fusion Building 1. A business case for the new car park was expected to be presented to the next meeting of the Board. TVT were considering options on the second possible plot of land (adjacent to the Boundary Road entrance). Any purchase would be subject to planning permission and independent valuations were being obtained. A detailed paper would be presented to the next FRC meeting before being referred to the Board.

4.1.2 The Board **noted** the update.

4.2 Carbon Management Plan (CMP) Annual Update

4.2.1 The Chair welcomed Ms Williams who presented highlights of the CMP report. The report set out progress towards the target to reduce the University's carbon footprint by 30% by the end of 2015/16. The target was proving challenging, particularly in the face of estates developments which were expected to increase the University's total floor area by 27%. HEFCE were currently consulting on a new framework and it was possible that carbon reduction may be more closely linked to funding. It may also be included in the revised National Student Survey.

4.2.2 A total of 44 planned carbon reduction projects of varying size and scope had been completed since January 2010. The benefits of the new biomass boiler were now becoming evident, resulting in a 78% reduction in Poole House gas consumption. The Cranborne House refurbishment had also delivered a reduction in emissions.

4.2.3 A number of behavioural change projects were also on-going. However, it was stressed that carbon savings were being offset by growth in other areas, increasing the risk that the targets would not be met. In terms of specific buildings the Executive Business Centre presented particular challenges in terms of carbon reduction. However, from information sharing networks across the sector it was evident that these challenges were not unique to Bournemouth University.

4.2.4 The use of IT equipment also remained challenging, with approximately 20% of emissions resulting from IT kit. Efforts to address this were being made through better PC power management and improved server rooms.

4.2.5 The Board **noted** the report and fully endorsed the efforts of the Environment and Energy Team. In light of the risks of failure to achieve the carbon reduction targets set out in the CMP, it was agreed that the Environmental Strategy Group would undertake a review of the plan in 6 months and present any relevant recommendations to the Board.

4.3 **Key Performance Indicators (KPIs)**

4.3.1 The VC presented the KPI report and highlighted significant changes since the previous report. Data had been updated to reflect the December student number census. KPI1 (Academic Strength) had improved by 5% and KPI9 (Staff Satisfaction) was 85% based on the most recent staff survey results. Indicators remained strong in respect of undergraduate full-time applications and the quality of applications.

4.3.2 Members **noted** the report.

5 **OPERATIONAL MATTERS**

5.1 **Fusion Building 1 Business Case**

5.1.1 The COO presented this report and tabled an additional map for the benefit of Members, showing the location of the proposed new building. He confirmed that the business case was affordable within the overall estates budget approved by the Board. The building was scheduled to be delivered by July 2016. Completion was dependent on the delivery of the alternative parking solution. Wide-ranging consultation on the proposals had been undertaken and staff and students were supportive of the new building and favoured the 'park and stride' parking option. Dr Rawlinson confirmed that the FRC supported the proposals and noted that Mr Hines had also asked him to express his endorsement of the business case in his absence from the meeting. The DoFP confirmed that funding was available from a combination of cash reserves [confidential minute].

5.1.2 The Board **approved** the Business Case, to a value of £[confidential] million (including VAT) plus an additional £[confidential] contingency funding in the event that alternative parking solutions be required.

5.2 **Studland House Window Replacement**

5.2.1 The COO presented this business case and explained that Studland House was to be retained as a long-term option under the Estates Development Framework. This project sought to replace the windows at the rear of the building which were single glazed, inadequately sound proof, leaking and resulting in heat loss. The work was affordable within the budget approved for estates developments and had been identified as a priority. The FRC recommended the business case for approval.

5.2.2 The Board **approved** the business case to a value of £[confidential].

5.3 **Staff Survey Results**

5.3.1 The COO presented this report which summarised the results of the 2013 staff survey. Overall, the results showed stability or modest improvements compared to the previous year. Areas of strength included high levels of staff feeling proud to work for the University, feeling valued, and feeling that it was a good place to work. Areas for improvement were workload and bureaucracy, management of change and internal communications. The overall response rate was 56%. Further targeted work was being undertaken to analyse the results in these areas and an action plan would be presented to the July meeting of the Board. Some members felt that the response rate was disappointing and asked that further work be undertaken to better engage staff with the survey.

5.3.2 The Board **noted** the results of the 2013 Staff Survey.

5.4 **Update on St Aldhelm's Academy**

5.4.1 [Confidential minutes]

6 COMMITTEE REPORTS

6.1 Finance & Resources Committee (24 January 2014)

The minutes were **noted**. Dr Rawlinson also drew Members attention to the discussions which had taken place regarding the financial forecasts, which would be reviewed and presented to a future meeting of the Board.

6.1.1 Management Accounts

The management accounts were **noted**.

6.2 Remuneration Committee (6 February 2014)

The Chair of the Remuneration Committee, Mr Lee, explained that the Committee may bring future proposals to the Board seeking a review of its delegated authority with a view to providing greater flexibility in respect of its powers to set salaries and certain one-off payments. The formal minutes of the 6 February meeting would be presented to the next meeting of the Board.

7 ANY OTHER BUSINESS

7.1 The Chair thanked the staff of the Media School who had given presentations on their work to Members prior to the previous evening's Board dinner. She also reminded those Members who had not been present that Dame Yvonne Moores had now stepped down as Pro Chancellor.

7.2 [Confidential minute]

7.3 The Chair reminded Members of the Britten Concert which would take place at Winchester Cathedral on 22 February and asked that any Member who wished to attend notify the Committee Clerk as soon as possible.

7.4 The Chair recorded her thanks, on behalf of the Board, to retiring Clerk to the Board, Mr Richardson, for his services to the University.

8 DATE OF NEXT MEETING

The next meeting of the Board will take place on **Friday, 9th May 2014**. This will be preceded by a Board dinner on the evening of **Thursday, 8th May 2014**.