

# UET meeting

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

Board room

## Attendees

### Board members

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

### In attendance

Julie Kerr, Jane Forster

Absent: Keith Phalp

## Meeting minutes

### 1. Minutes and Matters arising from the previous meeting

Approval


#### Apologies: Keith


Chair

Action list: <https://livebournemouthac.sharepoint.com/sites/UETPrivate/Lists/UET%20Actions/AllItems.aspx>

The minutes were approved as being an accurate record of the meeting held on 3rd October subject to clarifications which have now been made. There are some redactions required before publication.

Action log: updates were given which have been recorded on the action log

 UET actions after meeting 3rd Oct 23.pdf

 Minutes\_UET meeting\_031023.pdf

### 2. Finance discussion

Susie Reynell

#### 2.1. Cash flow update

Information

Susie Reynell

[Redacted]

- [Redacted]
- [Redacted]
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## 2.2. FRC Monthly Cash Flow

Approved

 FRC Cash Flow August 2023 Draft.pdf

## Information

Susie Reynell

## 2.3. Bids for approval

There is 1 pre-award proposal and no post-award proposals for consideration. There is no commitment at submission stage for the proposal and the due diligence has been addressed in the Narratives, under the strategic value section.

## Approval


Susie Reynell

<i>RED ID</i>	13731	<i>BU PI</i>	Matthew Hill
<i>Project Title</i>	Very-High resolution waterscape mapping: implications for natural science research (WATERMAP)		

The proposal was approved.

 Narrative for UET meeting 4.10.23.pdf

## 3. Departmental meetings:

 Departmental reviews 23-24 10th October 23 v2.pdf

### 3.1. Midwifery and Health Sciences(FHSS)

## Discussion

Anand Pandyan, Sara White, Ursula Rolfe, Catherine Angell and Jo Thurston joined the meeting and the following points were made:

#### Enrolment

- National drop in numbers due to negative press about midwifery as a career. Paramedic Science has been more popular.
- Low number of offers made by Admissions during the main cycle which is being investigated. Some students declined at personal statement stage. Need to interview all students this year
- Staff worked hard during Clearing to increase the numbers for all 3 programmes - Midwifery is only a few off target and Paramedic Science was on target.
- Noticeable change in demographics: in 2017 18 year olds made up 13% of the cohort - now it is 25%. For the 24 - 30 year old category in 2017, they made up 24% of the cohort and now it is only 5%. This change in the demographics will cause its own issues as the younger students aren't as well equipped to deal with challenging situations and a sometimes unpleasant working environment. This could be due to a number of factors, including cost of living, accommodation, transport, willingness/ability to take on debt, negative press and so on. Further consideration needs to be given to how we can attract more students to these courses.
- Some students are already leaving - reasons include mental health issues, wrong choice of career (tends to be the early leavers) and money (tends to be later leavers).

#### Continuation

- All programmes are seeing improved continuation rates.
- There is no attrition at all in Paramedic Sciences.
- There has been effective support to help transition students back into programme eg after maternity leave
- There is good counselling support available too.

### Staffing

- Much better levels of staffing;
  - 7 new Midwifery lecturers recruited - all of whom are doing their PG Certs. They have brought energy and up-to-date practice experience to the department.
  - About to appoint a lecturer in Paramedic Science

### NSS Results

- There was a significant improvement in the NSS results which was pleasing.
- Big improvement in Student Voice

### AMERs

- Improvement here as well. Capturing hearts and minds of students, especially the 3rd years. Some of the negative feedback was due to the heavy workloads on what should really be 4 year courses that are condensed into 3.

### Accommodation

- Has been highlighted as an issue, particularly if students are doing a night shift or don't live close to where they work. [REDACTED].
- Need to consider solutions to the problem - government being lobbied nationally to consider subsidising travel to university or to the placement - whichever is further away.
- Meeting with nursing/midwifery leads to discuss accommodation requirements further.
- JA reported that a cross-region housing group has been established to look into housing issues and key worker housing in particular (JA part of group). The situation will not be resolved quickly though.
- Facilities within housing are not always fit for purpose i.e. one kitchen for 40 students, tap water not drinkable (Portsmouth)
- Structural problems have never been such a problem as they are now

### Next Recruitment Cycle

- Will give students plenty of opportunity to pass the mandatory skills tests such as medicines management
- Work with Marketing team to try and attract more students - balance between showing them the reality and keeping them engaged.
- ODP is relatively unknown so need to do more marketing to improve its profile
- Will do some taster sessions - give students opportunity to speak to people actually doing the jobs. If they understand what is involved, they are more likely to last the course.
- Will support NHS taster sessions too as requested

### Mental Health

- There has been an increase in the number of students with mental health issues which is a concern as working in the NHS will exacerbate the problem.
- There is some support in place at BU but UHD, and the NHS as a whole, don't have enough occupational health staff for the size of the problem
- More face-to-face screening required before students join the programme. Otherwise there is a knock-on effect and students' problems end up getting worse in practice.
- WAMs doesn't come close to registering how much work goes in to supporting these students. Staff feel the need to be available 24 hours a day as students can't access NHS services.

All were thanked for coming and for the useful update.

## **3.2. Accounting, Finance & Economics (BUBS)**

## **Discussion**

Lois Farquharson, Suranjita Mukherjee, Dermot McCarthy and Philip Ryland joined the meeting and the following points were made:

The team is relatively new and has started to address historical issues:

#### Continuation

- Continuation has been falling for the past three years.
- Finance with Foundation year has been a particular issue - working closely with them to resolve the problems - the jump required to year 1 is too high for some students. Will re-evaluate the foundation year.
- MSc Sustainable Economic Development and Emerging Markets - problem recruiting for that particular programme and it has been suspended for January 24 as it requires a revamp.
- Bsc Economics - students struggling with the maths component. Supporting with maths tutors both inside and outside of the classroom.
- Where courses are below the baseline it tends to be those with small numbers.
- There is a lot of movement between courses within BUBS - they don't all leave BU.
- Will re-evaluate failure rates of BTEC students, particularly in year 2 when the accreditation units come in.
- A lot of accredited units with mandatory exam components - students not liking exams - identifying strategies to help build skills and engagement and give students the tools to pass the exams and fill the skills gaps.
  - Level 4 students need softer aspects - team building
  - Level 5 students receiving support on Linked In to develop their external profile
  - Level 6 students building personal branding to help them secure jobs on graduating.
- Cultural side of things being worked on to make a positive impact and using new facilities in Dorset House

#### NSS

- Disappointing set of results
- Surprised by some of the scores
- The qualitative data cites some reasons
  - Sickness cover - was not matched perfectly to the needs of the students
  - Guest speakers - want more frequency and better fit
- Complaints allowed to escalate beyond where they should have been resolved.
- Started dissertation clinics to address concerns with dissertation support

#### Staffing

- Now working in teams - teams of 2 for the smaller units and larger teams for the larger units so that there is more flexibility and cover in-built to the system and to improve student experience.
- Teaching performance has also been addressed and are now happy with the way the units with poor scores are working.
- Tightened up programme leadership - PLs were previously managing too many students. Dermot, as an experienced PL, is lending his expertise to this area with beneficial results. Looking at how to build units and how to improve pass rates. High failure rate has been addressed and will become part of the appraisal process. Peer reviews will help address potential failure rates before they become a problem. PLs now engaging with the assessment strategy.
- New members of staff have been assigned a mentor
- Adopting a collegiate approach
- Looking at technologies to support teaching and independent learning - business case previously put forward
- Looking at the balance of professors within the Faculty - the percentage is shrinking and a number of profs are now teaching on UG programmes.
- Need to review best use of resources.
- Research is an area which can be improved. Working to improve the culture and the appetite to makes bids.

#### Attendance capture

- Taken on board the new systems
- Looking at how best to use the data

- Attendance improving
- Will help efficiency of delivery
- Will help tutors to see the red flags

#### Personal Tutors

- Personal tutors key to attendance and engagement
- All PTs have been named but the list not yet submitted
- Levels 4 and 7 have had their first sessions

#### Graduate prospects

- To be noted that due the high number of professional qualifications to be acquired in business and finance post degree, graduates roles have titles such as Trainee which implies that they are going into low paid work. In fact, it is not an indication of the quality of the students, merely of the professional world they are entering. The quality of students entering the workforce is high and on average their salaries are £2k pa higher than the sector.
- BUBS recently received an award from CIMA
- Working to increase the number of placements available - students need these to set them apart from other graduates entering the workforce.

All were thanked for coming and for the useful update.

### **3.3. People and Organisations (BUBS)**

## **Discussion**

Helen O'Sullivan, Interim Head of Department, and Tim Gale Deputy, Head of Department, joined the meeting. Lois and Philip stayed.

The following was noted:

- [REDACTED]
- New team - Helen and Tim both new in post. New level 6 Co-ordinator now in post. Other new appointments are closer in mindset to the students. It's been about getting the right people, in the right place at the right time. Happy and confident that the team is right moving forward. Passion has been instilled, silos dropped and teams are now working closely together. Culture is positive - there is now a refreshing collegiate atmosphere.
- Disappointed with NSS results. Had many complications with student engagement and now working hard to improve it and ensure that student voice is heard.
- Progression: both BA Business Studies and the Foundation year are below the continuation threshold. Continuation falling year on year. Lower continuation rates still for students with BTECs
- Issues include large student cohorts and trying to deliver a personalised programme is not easy. Need to be creative and re-arrange into smaller, more manageable groups.
- Personal Tutors - all UGs have now been allocated a personal tutor and most have met up. A group approach to be adopted for the PGs which, given the feedback from the dissertation clinics, should work well. It is not sure yet how big the size of the groups will be. Need to ensure that numbers in WAMs matches up with reality before confirming group size. To be confirmed and names to Tim Galling by 13 October. Early November to be first touch point with PTs after induction.
  - Feedback: groups should be as small as possible otherwise it is not personal.
- Need to ensure that numbers in WAMs matches up with reality before confirming group size.
- Dissertation clinics have been set up and feedback has been positive from students. Students like peer to peer learning
- PTHP should not be an issue this year.
- Entrepreneurship pathway - responded quickly to NSS result - identified the issues, established a task group and changed the team. Would not expect the same results again.
- Mark Ridolfo has done a fabulous job in fire-fighting and deserves a huge amount of credit for gaining student respect and managing issues.
- 3 week turnaround under control. Have increased the number of markers and the size of the unit teams.
- Sickness levels have improved but there is still a lot of online teaching.

- Feedback: need to build back diversity levels on campus and teaching should be face to face wherever possible. A survey conducted by SUBU has found that 10% of students have reported that half their teaching is done online. Faculty should carefully manage absence and delivery of lectures to ensure that online teaching is by exception only. 6 weeks of online teaching is not acceptable. Support from HR would be welcome on this issue. Feedback to be cascaded to all faculties.
- Dream:
  - smaller departments which are easier to manage
  - further breakdown of silos
  - better culture
  - duplication of effort eradicate - looking at pathways for benefit of BUBS community
  - cross-faculty teaching on radar
  - more quality placements -short placements, international placements etc
  - improve cohort identity and sense of belonging - especially for those students (and staff) with very large cohorts (one unit has 782 students)
  - PHD pipeline to deliver seminars to take some of the burden off teaching

All were thanked for coming and for the useful update.

#### ACTIONS:

SR to work with Prime to create a dashboard from which useable reports can be run. Need live, up-to-date and accurate data to drive the organisation.






Jim to follow up on the online learning with the faculties (confirmed at SVEC later in the week)

## 4. Items for approval or note

### 4.1. Apprenticeships - URNs for approval

Phil joined the meeting on Teams

The URNs were straight forward and were approved. Further URNs expected shortly.

-  Complete\_with\_DocuSign\_31313-1366\_UHDorset\_S.pdf
-  Complete\_with\_DocuSign\_10353-3666\_UHDorset\_S.pdf
-  Complete\_with\_DocuSign\_30459-602\_loW\_ST0564\_.pdf
-  Complete\_with\_DocuSign\_30459-594\_PortsHosps\_.pdf
-  Complete\_with\_DocuSign\_31313-1370\_DHUFT\_ST07.pdf




### Decision

Phil Sewell (Teams)

### 4.2. Space & TimeTabling Policy

The new draft policy to be added to next UET agenda.

Consultation papers approved.

-  UET cover sheet for Proposal to Change Line Management of Faculty Timetablers.pdf
-  Timetabler Change of Line Management Proposal FAQs\_Unions.pdf
-  Timetabler Line Management Consultation Paper (005).pdf

### Discussion

Jim Andrews

### 4.3. Leadership and staff development

Karen Parker

Talent is being identified and nurtured to facilitate succession and a pipeline of leaders that have the capacity and capability to deliver the current and future needs of the organisation to ensure that a credible and sustainable talent pipeline is created for all leadership and critical roles . However engagement has been dropping and the pipeline is slowing down and there are bottle necks everywhere. It is crucial that there is investment in staff development and to have a strong pipeline of talented staff.

A training needs analysis is being carried out for HoDs and DHoDs and Programme Leaders (point 10.5 of paper) as it is recognised that these are pivotal roles. Job descriptions and scope of job to be

reviewed and simplified where possible.

Paper to be presented to FRC on 27 October.

- Appendix 2 - Summary of HoDs Leadership Development Module Attendance.pdf
- Appendix 1 - HoDs Leadership Development Modules.pdf
- Appendix 3 - HoDs Leadership Development Feedback Commentary.pdf
- v6 Revised FRC Leadership Development Paper 9.10.23 (002).pdf

#### 4.4. Workforce planning

Paper drafted - more work required when student numbers are finalised.

**ACTION:** KPa to work with SR on student recruitment paper.

Note: the timing of the FRC meeting is not good in relation to the student recruitment paper as numbers are finalised too close to the paper deadline. Timings of FRC and the Board to be reconsidered.

#### 4.5. NIHR ARC Wessex - Extension - Revised MOA

This involves the amendment of the Member Organisation Agreement ("MOA") between University of Southampton ("UoS") and BU in relation to the National Institute for Health Research (NIHR) Applied Research Collaboration ("ARC") for Wessex.

ARC undertakes applied health and care research within the following themes: healthy communities, ageing and dementia, long-term conditions and workforce and health system; and provides national leadership in ageing and dementia. BU is one of the member organisations collaborating with UoS in delivering ARC's requirements.

It has been agreed between University Hospital Southampton NHS Foundation Trust and the Secretary of State for Health and Social Care that the grant funding towards the establishment and management of ARC will be extended until 31 March 2026 with additional funding of £2,700,000 based on certain assumptions.

This was approved.

- 22289 - CAF - Member Organisation Agreement - NIHR ARC Wessex - 03.10.2023.pdf
- 22289 - ARC\_Template Member Organisation Agreement\_Southampton\_BU - 03.10.2023.pdf

### 5. Standing item: reportable events

Reportable events update

There were no new events reported.

**REDACT**

[REDACTED]

### 6. BU32 preparation

- How do we frame the topic of alternative delivery options?
- Reputation and brand - how do we build on the discussion about sustainability and strategic narratives?
- Enriching society - how do we frame a discussion of enriching society through Fusion and civic/global impact?

November Board

Discussion to be high level

- vision

## Discussion

Karen Parker

## Decision

Anand Panydan

## Discussion

Chair

- values
- academic character
- campus premium
- Fusion - what does it look like going forward - implementation and interpretation
- options
  - risk profile
  - market intelligence
  - growth - what does it mean and what does it look like?
- appetite for borrowing
  - funding availability - 3 options
    - no more funding
    - keep funding levels as are
    - increase funding levels
- size and shape
- workforce planning - to be mapped out
  - people and training requirements.
  - distribution of people
  - split of grades in Faculties.
  - use of more demonstrators
- programme reviews - options and different scenarios to be worked through
- sustainability - brand proposition - is 2030 to be the date for net zero - credibility versus affordability
  - JA looking at costings and timetabling - range from £3k psm to £7K psm. Won't be available for November meeting
- Arne House and other options for space to be considered
- pensions to be considered
- simplify outcomes

#### February Board

- Above to be fleshed out and more detail and clarity provided.
- Time to be found in diaries for regular meetings as now priority.

 Board slides Nov 23 first draft for UET 11th Oct.pdf

## 7. Future Meetings

**Note**

Chair

### 7.1. UET agendas

UET agenda for 17th October:

Deans invited to discuss performance, student numbers, budget implications, Personal Tutors and proposals for mitigating lower student numbers and higher costs of delivery.

 UET agenda 17th October 23.pdf

 UET agenda 24th October 23.pdf

### 7.2. FRC papers for 20th November

**Discussion**

Approved

 Agenda FRC 13 November 2023 with ARG.pdf

### 7.3. ARG Agenda - 13 November

Approved

 ARG Agenda 13 November 23.pdf

## 8. AOB

Chair



### **8.1. Donation from Happy Tiger**

Jim Andrews

Notification of an £11K charitable donation from Happy Tiger (a gambling company) has been received to be put towards research into the effects of gambling. This has been approved by the Gambling Commission.

The acceptance of the donation was approved in principle subject to further paperwork being received and being approved by JA to ensure that the money was being used to mitigate the impact of gambling problems

### **8.2. Isio**

Susie Reynell

SR has requested a cost benefit feasibility analysis to ensure that there is confidence in the decisions to be made. Once this has been received and analysed, SR to bring back proposals to UET.

**ACTION:** SR to look at setting up a Pensions Working Group to include trade union reps, staff reps, a spread of grades etc.

### **8.3. Pay Spines**

Karen Parker

UCU are reviewing pay spines and pay differentials in line with the national pay consultation. Proposal to be in place for discussion in February 24.

### **8.4. Message to staff and students about the situation in Israel**

Karen Parker

It was agreed that a very carefully worded communication should be sent to all to signpost available support.

**ACTION:** KPa to liaise with Elaine to get a message out to staff and students.