

UET meeting

Tue 19 September 2023, 10:00 - 13:00

Attendees

Board members

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

In attendance

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>

Chair

The minutes were agreed as being an accurate record of the meeting. There were no matters arising. Some redactions required before publication.

 Minutes_UET meeting_120923.pdf

1.1. Review of actions

Discussion

The Action Log was noted.

All

Matters arising from Action Log: cost of living crisis - ST to take the lead, discuss further with Mandi and report back findings to UET.

 UET actions after meeting on 12th September 23.pdf

2. Finance discussion

Susie Reynell

2.1. Cash flow update

Information

Susie Reynell

[Redacted content]

 UET - Weekly Cashflow Forecast Narrative w-e 15 Sept 2023.pdf

 UET - Weekly Cashflow Forecast w-c 18 September 2023.pdf

2.2. Bids for approval

Approval

There were no bids for approval.

Susie Reynell

2.3. Risk

Donna joined in person and Russell joined online.

The amended Risk policy was approved.

The Risk Register was discussed by line:

- For F&I1 (*implementation of fusion learning*), is it appropriate that the risk environment indicator has changed from rising to static since the June update? - it was agreed that this is fine for now - Donna to add note to the effect that PVCs will continue to work on this area to mitigate any further risk.
- Is it appropriate that the risk environment indicator for L&I1 (*research profile*) has changed from static to rising? Agreed.
- The risk environment indicator for R&N1 (*portfolio not appropriate / attracting students*) has changed from rising to static, is this appropriate at a corporate level? Mitigations against this risk are not consistently detailed across all faculty registers – should this risk be cascaded at an operational level to all faculties? It was agreed that this should continue to be classed as rising and not be changed to static.
- Is it appropriate that the risk environment indicator for R&N2 (*changes in the external environment leading to a financial impact*) has changed from rising to falling, considering the reduction in the maximum fee and loan limit for classroom-based foundation year subjects from 2025/26? It was agreed that this should continue to be classed as rising for different reasons, particularly as the current volatility of some external factors may affect BU's ability to plan effectively and/or to adapt quickly enough and are beyond BU's control. The risk will then be classified as "critical".
- For R&N4 (*regulatory body / legislative requirements*), are there mitigations taking place that should be described in the narrative update to address concerns around apprenticeships? Yes - Donna to liaise with Phil Sewell.
- Is it appropriate that the net risk score for P&R5 (*financial sustainability*) reduces from Amber 12 to Amber 9? Agreed - but should be cross-referenced to R & N4. Although we are better placed than previously to deal with financial traumas, it is still a risk. Donna to add additional wording -continues to be closely monitored and interventions are being put in place to mitigate any unforeseen occurrences.
- Are there further mitigations taking place that should be described in the narrative for P&C1 (*human capital*) to address previously raised concerns regarding staff recruitment issues? Yes - KPa to draft some additional wording around recruitment challenges and succession planning.
- Is the risk title for P&R3 (*cyber security*) appropriately worded? The narrative update details significant mitigations are in place (with a resultant risk treatment strategy of Tolerate), does the use of the word "unprepared" continue to be appropriate in the risk title? It was agreed that the word unprepared is not quite right - note to be added that external factors beyond our control may leave us less able to resolve issues quickly.

It was noted that:

- Although there is no specific risk related to apprenticeship provision, mitigations are usually described under R&N4 (*regulatory body / legislative requirements*).
- Similarly, the risk around international student numbers, whilst not a specific individual risk is currently being considered under R&N1 (*portfolio not appropriate / attracting students*) and R&N2 (*changes in the external environment leading to a financial impact*) within the corporate register.
- Finally, the impact of the marking and assessment boycott is considered under both R&N4 (*regulatory body / legislative requirements*) and P&R6 (*business continuity*).





Other issues raised:

Instability within senior leadership group due to a number of forthcoming vacancies, including the V-C, PVC for RKE, 2 senior Finance roles, Head of Procurement etc, will lead to a gap in skills and knowledge. To be included within P & C 1 - KPa to provide draft wording re internal succession planning.

Me too/Harassment - could be reflected in one of the P&C risks.

The Risk Register to be forwarded to ULT for further open discussions on 27 September. Any new risks

highlighted that haven't already been considered to then be added to the Register.

-  2023.10 Appendix B - Annual Review of BU Risk Management Framework.pdf
-  2023-10 UET Risk Register.pdf
-  Risk Policy 2023-24 DRAFT.pdf
-  2023-10 ARG Risk Register.pdf

2.4. Value for money

Discussion

Susie Reynell

To be brought back to UET at a later date. Further consideration to be given to VFM Champions in the context of the leadership structure and workload planning.

ACTION: SR to discuss further with Suzanne and Karen B

3. Theme: student experience and education

There was no update on international student experience.

-  Link TO SE and C Priority Workstream Report.pdf

3.1. Workstream updates

3.1.1. Continuation and completion and assessment and feedback

Keith Phalp

KPh reported that they are very pleased with how the plans have been implemented so far and with the success achieved to date. A lot of communications have been sent and there will be a great deal of activity over the coming weeks to monitor the progress of the implementation. Need to keep up the support and momentum gained so far and make sure the loops are closed.

ACTION: KPh: Assessments/IMPs being looked at - what are the impacts of not passing a unit - should scores be averaged out - what needs to change etc?

3.1.2. Access to learning resources

Shelley Thompson

Much progress has been made. Numerous changes to Brightspace have been implemented and are now in train and will be monitored via student experience and voice.

ACTIONS:

- ST to revisit some of the lecture capture work. Last year 39% of lectures were recorded - looking for a much higher percentage this year. Investigate replacing/adding equipment such as ceiling mics.
- ST to review retention schedule with a view to achieving some savings.

3.1.3. Student voice

Jo Thurston

The presentation by Jo Thurston was noted. Jo was not able to attend the meeting.

-  UET Update Sept 2023.pdf

3.1.4. Student finance

The new policy and processes are now in place and are up and running. A few more tweaks to the policy are required but the guidelines are now much clearer and the grey areas have now been ironed out. Comms have been sent out to staff and students and there will be a much closer alignment between Finance and programme leaders. All finance enquiries from students to be forwarded to Finance who will apply the policy consistently and fairly. All students who haven't paid their fees before enrolment will be required to have a meeting with Finance. There will continue to be exceptional circumstances but these have also been defined in order to avoid confusion.

The deadlines have been clarified and are cast in stone - the risk is that some payments may be received later than normal but it should also mean that more students continue.

ACTION: SR/RA to continue to monitor the progress and feed the policy and procedure into the enrolment process. Expect to be complete by the end of the year.

3.1.5. Academic calendar

Mandi And Einar

Mandi joined the meeting. Mandi and Einar reported:

The TU has accepted the pilot to truncate the exam board period - this does not mean they are endorsing it, they are merely accepting the fact that it is too late in the day to change it.

Unions have agreed to do a joint survey in Oct/November 23.

Meanwhile reports back have been very positive.

Workload planning: Einar and Mandi due to meet with Unions again to discuss workload planning and any issues arising from a survey of those who set the workload plans and those who receive them.

JA : now that we have the data, need to ensure that quality checks are made. Currently only 14% of time is spent on face to face teaching. Need to be confident whether this is the right level or not.

Brian: working on a new dashboard which will present the data in a useable format. Will allow the data to be analysed at a granular level and to identify pressure points, peaks and troughs and how time is spent. There have been 2,500 late adjustments and only 400 of these were within the deadline.

The timing of items at FASEC to be looked at - is November the right time for programme modifications? Planning for the following year needs to be brought forward to April which also help recruitment. Link to workload planning. All proposals to be worked through and discussed in detail before final decisions reached.

Deadlines to be more rigorously enforced. If deadlines aren't adhered to it causes pressures for other colleagues further down the line. There will always be exceptions but there should not be as many as 2,500. Steps are being taken within the Faculties to resolve some of the issues that had previously been tackled by less senior staff.

Need to ensure that still have ability and capability to adapt quickly.

ACTION: the next updates are due on 3rd October

 Academic Calendar - Confirmed actions list 150923.pdf

4. Theme: RKE

4.1. REF consultation response

Decision

UET to review the responses to the REF2028 Initial Decisions Consultation and confirm approval subject to changes to format. Einar, Kate W, Shelly Stringer

Einar and Kate joined the meeting.

Following an announcement by Research England in June that they would be consulting the sector on several questions, subject to UET's approval, the results of the wide-reaching survey will be returned on 6 October. Endorsement already received from the REF Committee and the REF Steering Group.

There is a considerable workload required to ensure that the data is returned on time and accurately as the

- There can be no loss-leaders unless we are sure that they will deliver in year 2, and we must prioritise them.
- Investment to be in courses with high employability and low delivery costs.
- It is important to look at the data AB has provided and assess where the market trends are going and how BU is placed.
- Don't try to expand into shrinking markets.
- Exit from underperforming programmes that have high costs and poor outcomes.
- Look at how we sit against our competitors.
- Careful validation of new and current programmes is crucial and will require some difficult conversations.
- Need to ensure that the proposed new programmes will result in overall growth and are genuinely attracting new students and that other programmes aren't being cannibalised.

ACTIONS:

- AB to pull together an update and circulate to UET.
- Student numbers to be updated following validations and based on the market intelligence provided.
- The proliferation of small Masters courses to be reviewed for viability also - KP

5.2. Prevent Annual Report

The Prevent programme is part of the Government's anti-terrorism strategy and is intended to support early identification of those who may be vulnerable to being drawn into terrorism or extremist activity. This is incorporated into BU's general welfare support so that any issues of concern, whether extremist related or otherwise, can be addressed as early as possible and support put in place.

All staff are key to Prevent delivery. All new staff have been, and will continue to be, asked to complete a Prevent training module as part of their induction and all existing staff, who had not recently completed training, were asked to undertake an online refresher training session. 1,206 staff completed that training. Additionally 193 staff attended the holistic Students Boundaries & Wellbeing sessions which covers Prevent as well as other welfare issues.


UET endorsed that the information and supporting evidence provided ensures that BU is demonstrating its obligation within the terms of the Policy.


UET also approved the PMG Terms of Reference for 2023/24 and endorsed the BU Prevent Policy for 2023/24 for submission to ARG on 6th October for final approval.

UET endorsed the draft Accountability Statement and Data Return for submission to Senate, ARG, the Board and onwards to the OfS on 1 December 2023.

 04a UET meeting Cover Sheet 2023-24 - Prevent.pdf

 04b Board Prevent Report 2022-3 - UET Version.pdf

 02 PMG Terms of Reference 2023.34.pdf

 06 BU Prevent Policy 2023.24.pdf

Decision

Jim Andrews

8.1. Funding

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8.2. Media Buying Contract

An extension to the current media buying contract was discussed- paper to be circulated for email approval (this was later approved by email)

Decision

Jim Andrews

8.3. Internal Audit

SR to feed back on the report to ARG.