

UNIVERSITY BOARD**MINUTES OF THE MEETING HELD ON FRIDAY, 7 OCTOBER 2016**

Present:	Prof Richard Conder	Independent Board Member (Chair)
	Mr J Andrews	Chief Operating Officer (COO)
	Mr D Asaya	President, Students' Union at Bournemouth University (SUBU) (Item 4 onwards)
	Mr N Beal	Independent Board Member
	Mr G Beards	Director of Finance & Performance (DoFP)
	Mr A Brien	Independent Board Member
	Mr J Clark	Independent Board Member
	Ms S Collins	Independent Board Member
	Miss A D'Abreo	Independent Board Member
	Mr S Jones	Independent Board Member
	Mrs J Lang	Independent Board Member
	Mr T Lee	Independent Board Member (Deputy Chair)
	Dr P Rawlinson	Independent Board Member (Items 1 to 4)
	Prof E Rosser	Elected Senate Member
	Mr D Skinner	Independent Board Member
Ms A Stevens	Elected Professional & Support Staff Member	
Ms C Troy	Independent Board Member	
Prof J Vinney	Vice-Chancellor (VC)	
In Attendance:	Prof L Ebdon	Director of Fair Access to Higher Education, Office for Fair Access. (Item 4)
	Mr G Rayment	Corporate Governance & Committees Manager
	Ms D Wakely	Clerk to the University Board
	Mr J Ward	Director of IT (Item 2.3)
Apologies:	Mr T Irish	Independent Board Member
	Mr David Kane	Independent Board Member
	Prof T McIntyre-Bhatty	Deputy Vice-Chancellor (DVC)
	Dr C Shaw	Independent Board Member
Observers:	Prof J Fletcher	Pro Vice-Chancellor (Research & Innovation) (Item 4)
	Ms J Forster	Policy Adviser to the Vice-Chancellor (Item 4)
	Dr S Minocha	Pro Vice-Chancellor (Global Engagement)(Item 4)

Declarations of Interest

Mr Beards and Mr Clark are Directors of the University's subsidiary company BU Innovations Ltd. Mr Andrews is a member of the Board of the Dorset Local Enterprise Partnership. Mrs Lang is an immigration tribunal judge.

1 MINUTES OF PREVIOUS MEETINGS**Minutes of the Board Meeting held on 8th July 2016**

The minutes were approved as an accurate record.

1.1 Matters Arising and Actions Register

The Board noted the Actions Register. All items were either completed, in-hand or not yet due. In respect of action 102, the Chair informed the Board that SUBU had advised that their amended Constitution and By-laws (agreed by the Board in July) would be presented to the SUBU General Meeting on 24th November for formal approval.

2 URGENT OPERATIONAL BUSINESS

2.1 Appointment of Deputy Chair

Mrs Lang withdrew from the meeting for this item.

2.1.1 The Chair explained that one valid nomination for Mrs Lang had been received for the role of Deputy Chair and, therefore, in accordance with the process approved by the Board, an election was not required. The Board **approved** the appointment of Mrs Lang as Deputy Chair for a three year term with effect from 1 December 2016.

2.1.2 The Board also **approved** the proposal, on the recommendation of the Nominations Committee, that Mrs Lang remain as Chair of the Audit, Risk & Governance Committee (ARG) and therefore, in accordance with good governance practice, would not join the Finance & Resources Committee (FRC) or Remuneration Committee. She would, however, continue to be a member of the Nominations Committee.

2.1.3 The Board **approved** the proposal that a note be added to the Terms of Reference for both FRC and the Remuneration Committee to permit the substitution of another independent member of the Board where the Deputy Chair, for reasons of good governance, does not take up that vacancy.

<p>ACTION: Amend the Terms of Reference for the FRC and Remuneration Committee to allow the substitution of another independent member of the Board where the Deputy Chair could not be a member for reasons of good governance.</p>

<p>ACTION BY: Clerk to the Board.</p>
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Mrs Lang re-joined the meeting.

2.2 Waste Contract

2.2.1 The Board received a proposal to approve a new waste management contract following a full EU tender process in collaboration with an affinity group of south coast partner universities and colleges. The proposed contract was for a 5 year period, with the option of a further 2 year extension subject to satisfactory supplier performance. The annual estimated value of the contract was [confidential] (including VAT) based on current requirements, but the DoFP explained that this was variable based on the type and quantity of waste materials involved. For this reason, the Board were also asked to delegate authority to the University Executive Team (UET) to agree the actual annual contract cost within the University budget for that year approved by the Board.

2.2.2 The Board **approved** the waste management contract as set out in the paper on the basis of an estimated annual value of [confidential] (including VAT) and **delegated authority** to UET to agree the annual cost for each year of the contract within the University budget approved by the Board.

2.3 Campus Network Refresh

Confidential

Mr Ward joined the meeting for this item.

2.3.1 The COO explained that the Board was asked to approve this business case for a

programme of works to refresh the campus network infrastructure and underpin the IT Strategy. The proposal had been scrutinised by the FRC who had raised a number of questions and requested further information in order to strengthen the business case. These points were addressed in the case presented to the Board and included an increased estimated value of the project, from [confidential]. There was, however, an expectation that the cost could be reduced through the procurement process.

- 2.3.2 At the request of the FRC, an independent external review of the proposals had also been conducted to consider the project in terms of meeting long-term requirements and users' expectations. The Chair of FRC confirmed that the external report provided additional assurance. FRC also requested further information on the outcomes from any internal consultations with academic staff, and this was included in the report.
- 2.3.3 Members considered whether the increased budget for the project would be sufficient given the on-going volatility of the exchange rate and Mr Ward explained that they were confident, following the consultants' advice, that the price could be reduced through the tendering process and negotiations with suppliers. [confidential]
- 2.3.4 Members enquired about the University's strategy for managing foreign exchange exposure and the DoFP explained that the University normally insisted on dealing in Sterling. Overseas students also paid their fees in Sterling. Some income was received in Euros (for example research income) and this was held in a separate Euros account and where possible Euro payments were made directly from that account, therefore the exchange risk was being hedged through cash holdings where possible. There was also a small amount of income in Dollars.
- 2.3.5 The Board **approved** the Campus Network Re-fresh project at an estimated cost of [confidential].

2.4 **Delegated Authority to Approve a Research Bid**

A paper was tabled and Members were given time to read it before the Chair opened the discussion.

- 2.4.1 The DoFP explained that Board approval was being sought for this research bid in accordance with the Financial Regulations as its value exceeded £500,000. The project was EU funded and the University was now required to authorise the lead partner, Exeter University, to commit BU to the project and associated financing. The project was a collaboration between French and English partners to develop digital technology to support cultural heritage sites as tourist destinations. Given the short deadline to commit to the project, the Board were asked to delegate authority to 2 members of FRC to approve the project on the Board's behalf. The financing and arrangements with the project partners would be controlled through a formal contract. It was noted that the Financial Regulations were due to be reviewed and, as part of this process, FRC and ARG would consider the best way of dealing with research project approvals in future. Members asked that the outcome of the bid be reported back to the Board in due course.
- 2.4.2 The Board **delegated authority** to 2 members of FRC to consider and approve the University's commitment to the project out of committee.

ACTION: Report back to the Board on the outcome of the research bid.

ACTION BY: DoFP

3 **BU Developments, sector updates and BU2025 Strategic Planning Process**

- 3.1 The VC gave a presentation on key institutional and sector developments and also sought approval of an outline planning process for the development of the University's

next strategic plan, BU2025.

- 3.2 The VC briefly recapped the structural reforms set out in the Higher Education and Research Bill. These included the move from HEFCE and OFFA to the new Office for Students; the creation of UK Research and Innovation (UKRI) alongside new organisations to take on the roles of HESA and the QAA, with a dual reporting line to two Government Departments - the Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Education (DfE). In addition to DfE focussing on education, BEIS would lead on policy in respect of science, research and innovation funding.
- 3.3 Recent areas of policy development announced by the Government were the possibility of linking student immigration to the quality of courses and institutions; the expectation that Universities would become involved in the sponsorship of schools; and the continuing drive to improve social mobility.
- 3.4 Brexit continued to create uncertainties, but the VC outlined the possible impact on BU and highlighted that the University's exposure was relatively limited and much lower than many other institutions. [confidential]. Uncertainty remained over the future of Erasmus and EU Funding and fees and loans for EU students post Brexit.
- 3.5 Turning to the University's strategic development, it was anticipated that Fusion would remain at the heart of BU's vision, particularly in light of the developments relating to the Teaching Excellence Framework (TEF) and the Stern reviews findings in respect of the use of research in teaching. The VC gave an overview of the University's performance in the national rankings (with a current aggregate KPI position of 66 against a target of top 50). BU's NSS score had increased but continued to lag behind the sector average and it was noted that TEF metrics would be NSS based. However, new questions were being added to the NSS from 2017 on learning opportunities which it was hoped would favour the University.
- 3.6 Undergraduate applications were continuing to rise and demand remained strong, leading to a steady increase in student numbers. Postgraduate numbers remained relatively static, however, but ABB+ and international student numbers were increasing. Academic strength, as measured by the KPI, was continuing to improve although student mobility continued to lag behind the target.
- 3.7 Student Staff Ratios were improving and were now 17.1 in 2015/16. It was noted, however, that top 50 Institutions were all 16:1 or better, which would require approximately 100 more members of academic staff for BU. Professorial staff as a percentage of total academic staff had also increased to 17.1%. Research income was also continuing to grow, although the future remained uncertain in respect of EU funding.
- 3.8 Finally, the VC closed his presentation with a proposal for an outline planning process for the development of BU 2025. In summary, the pre-dinner Board presentations would be replaced by a series of evening workshops (4.00pm to 7.00pm) during 2017, culminating in a full awayday on 6th October which would lead to the development of a first draft of BU 2025. The draft would then be further reviewed and revised during 2018 leading up to final approval in July 2018. The Board **approved** the outline process and Members confirmed their commitment to attending the additional sessions. It was agreed that the Clerk would circulate the dates and times.

ACTION: Circulate details of strategic planning sessions.

ACTION BY: Clerk to the Board.

4 Any other business: HEFCE Assurance Statements on Academic Quality.

- 4.1 The Chair informed Members that HEFCE had implemented a new requirement for Universities to provide assurance statements in respect of academic governance as part of their annual accountability returns from 2016 onwards. Given that the deadline for the submission of these statements was 1 December, it was proposed that a small working group be formed to consider the requirements of these statements and the

evidence required to provide the necessary assurances for this year, pending the development of an annual process. The Working Group would comprise the Chair, Deputy Chair and Chairs of ARG and FRC. Any other members who wished to be involved were welcome to do so and should notify the Clerk to the Board of their interest.

ACTION: Working Group to consider how the Board should meet its obligations in respect of the new HEFCE Assurance Statements on academic governance.

ACTION BY: Clerk to the Board (to make arrangements)

5 Presentation by Prof Les Ebdon, Director of Fair Access to Higher Education, Office for Fair Access.

5.1 Prof Les Ebdon joined the meeting and gave a presentation on developments in respect of fair access and widening participation.

6 DATE OF NEXT MEETING

6.1 The next meeting will take place on Friday 25th November 2016 at 9.00 am in the Boardroom.

Clerk to the University Board – October 2016

Approved as a true and accurate record:

..... Date:.....
(Chairman)