

## UNIVERSITY BOARD

## MINUTES OF THE MEETING HELD ON FRIDAY, 7 JULY 2017

Present:	Prof R Conder	Independent Board Member ( <b>Chair</b> )
	Mr J Andrews	Chief Operating Officer (COO)
	Mr D Asaya	President, Students' Union at Bournemouth University
	Mr N Beal	Independent Board Member
	Mr G Beards	Director of Finance & Performance (DoFP)
	Mrs S Collins	Independent Board Member
	Miss A D'Abreo	Independent Board Member
	Prof T Irish	Independent Board Member
	Mr S Jones	Independent Board Member (Items 1 to 3.5)
	Mr D Kane	Independent Board Member (absent for items 5.1 to 5.3)
	Prof T McIntyre-Bhatty	Deputy Vice-Chancellor (DVC)
	Prof E Rosser	Elected Senate Member
	Dr C Shaw	Independent Board Member
	Mr D Skinner	Independent Board Member
Ms C Troy	Independent Board Member	
Prof J Vinney	Vice-Chancellor (VC)	
In Attendance:	Mr G Rayment	Corporate Governance & Committees Manager
	Ms D Wakely	Clerk to the University Board
Apologies:	Mr A Brien	Independent Board Member
	Mr J Clark	Independent Board Member
	Mr D Furniss	Independent Board Member
	Prof J Hölscher	Elected Academic Staff Member
	Mrs J Lang	Independent Board Member ( <b>Deputy Chair</b> )
	Mrs A Oloyede	Independent Board Member
	Ms A Stevens	Elected Professional & Support Staff Member

Declarations of Interest

*Mr Beards and Professor McIntyre-Bhatty 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. Mr Irish declared that he had recently been appointed as a non-executive director of Feedback plc (a medical imaging company) and Mr Asaya declared his interest as SUBU President in respect of agenda item 4.1.*

**1 MINUTES OF PREVIOUS MEETINGS****1.1 Minutes of the University Board Meeting, 5 May 2017 [UB-1617-5-001]**

The minutes were **approved** as an accurate record.

**1.2 Matters Arising and Actions Register [UB-1617-5-002]**

- 1.2.1 The Actions Register extract was **noted**. All outstanding items had been completed, were ongoing or were covered elsewhere on the agenda. On the outcomes from the Board Papers Working Group, the Clerk to the Board explained that work had progressed and a new template had been agreed for presenting business cases to the Board. Further work on templates for other key Board papers would be taken forward over the summer. The Board agreed that the deadline for these actions be amended to autumn 2017.

**ACTION:** Amend the Actions Register to show an autumn 2017 target for outcomes from the Board Papers Working Group.

**ACTION BY:** Clerk to the Board

*Strictly confidential*

1.2.2 [Confidential] Members **noted** the update.

## **2 CONTEXT SETTING AND UPDATE REPORTS**

### **2.1 VC's BU Update Report [UB-1617-5-003]**

- 2.1.1 The VC presented his update report and highlighted key developments.
- 2.1.2 Government negotiations were continuing in respect of the status of EU citizens and the latest proposals provided some reassurance to current EU staff members. They also provided further assurance that settled EU citizens in the UK would remain eligible for student loans post-Brexit.
- 2.1.3 The VC summarised key points arising from the Queen's speech. There were no indications of a change of approach in respect of the inclusion of students in net migration statistics. Other legislative plans included a possible review of the Prevent strategy and a major reform of technical education, although it was not yet clear what impact these measures would have on universities.
- 2.1.4 On league tables, the Board welcomed the announcement that the University had ascended 18 places (to 61<sup>st</sup>) in the Guardian University Guide. The Board also noted the outcomes of the HEFCE Longitudinal Education Outcomes (LEO) data. For nine of the 14 subject areas covered, the University's results were above sector average for median earnings and the percentage of graduates undertaking employment or further study.
- 2.1.5 The VC reported that, as previously announced, the University had received a TEF Silver award which would remain in place for up to 3 years. If appropriate the University could apply again within this three-year period with a view to achieving a gold award. The Chair congratulated the Vice-Chancellor and all members of the Executive on this outcome and thanked all those involved on behalf of the Board for all the efforts made to secure such a successful result.
- 2.1.6 The VC noted that the draft Fair Access Agreement approved by the Board had been submitted to the Office for Fair Access (OFFA) who had subsequently provided feedback leading to a small number of minor amendments. Final approval was expected to be received by 31<sup>st</sup> July.
- 2.1.7 On admissions and recruitment it was noted that undergraduate applications were less than the number received at the same time in the previous year although full-time post-graduate applications were up by 7%. It was anticipated that there may be a shortfall of approximately 200 against the undergraduate recruitment target, although late applications and clearing may reduce this. Open day attendances had remained stable with good levels of engagement. Prof Rosser informed Members that the Faculty of Health & Social Sciences (HSS) had introduced measures such as virtual open days and additional interview days. The DVC confirmed that the University's admissions policy was kept under continuous review. Changing demographics data was also monitored and it was anticipated that there would be a continuing decline in mature student numbers in the coming years.
- 2.1.8 The VC reported that the Design and Engineering Show had been a great success. All Board Members would also be invited to attend the Festival of Learning and Festival of Enterprise.
- 2.1.9 Turning to the previous day's Strategic Planning Seminar, the VC thanked all Members

for their participation and feedback. Members welcomed the interaction with Senate members at the seminar and noted that it was important to seek buy-in from academic staff to BU2025 and any accompanying stretch targets. The VC confirmed that further separate consultation events would be taking place with academic and other staff. The SUBU President also felt that the session had been productive and that it was important to work towards creating an environment where students felt that they were being offered value for money and inclusivity. The next planning seminar for the Board would be the away-day on 6<sup>th</sup> October, focussing on how the strategic aims could be delivered.

2.1.10 The VC's Update Report was **noted**.

## 2.2 **SUBU President's Update Report** [UB-1617-5-004]

2.2.1 The SUBU President highlighted key areas of his report to the Board, covering activities since the previous Board meeting in May.

2.2.2 The SUBU Annual General Meeting had been very well attended. The Freshers' fair had been ranked first in the UK and SUBU had also been nominated for several NUS International Awards. SUBU had also successfully campaigned to encourage students to register to vote in the General Election.

2.2.3 The SUBU Vice Presidents' activities were highlighted, including continued work promoting entrepreneurship amongst students; a focus on student welfare regarding mental health and issues related to diversity and inclusion.

2.2.4 Key work undertaken by SUBU Departments included continuing work to gather feedback from students via the student reps, with analysis of the results ongoing.

2.2.5 The elections had taken place for the full-time sabbatical officers for 2017/18, and the report on the election would be considered at item 4.1 (below)

2.2.6 The SUBU President's report was **noted**.

## 2.3 **Chair's Report**

2.3.1 **Chair's Action and Use of the University Seal** [UB-1617-5-005]

2.3.2 The Board **noted** the report.

## 3 **STRATEGIC AND FINANCIAL MATTERS**

### 3.1 **Key Performance Indicators** [UB-1617-5-006]

3.1.1 The VC presented the KPI report and highlighted key points. KPI 1 (academic strength) had improved slightly to 83%. This figure equated to 101% uncapped. A breakdown of the individual PIs which had contributed to this increase was presented.

3.1.2 Further consideration was being given to the development of specific measures for BU2025 and the balance of qualitative and quantitative indicators.

3.1.3 The KPI report was **noted**.

### 3.2 **Delivery Plan Summary** [UB-1617-5-007]

3.2.1 The DVC presented the delivery plan summaries for faculties and professional services. In scrutinising the plans for 2017/18 and beyond, the University Executive Team had taken account of any likely future impact on the strategic plan for BU2025 and had challenged faculties on how their plans would align with the new strategy.

3.2.2 The plans showed that faculties were continuing to focus on research & knowledge exchange (RKE), although there was still further work to be done in terms of capacity

building and mechanisms to support staff RKE activity for BU2025. The new model of devolved academic leadership was continuing to embed and to enhance course level ownership of the quality of student outcomes. On student support, further investment would be made in counselling services – an area where demand for services now exceeded supply.

- 3.2.3 The delivery planning process informed the draft University budget (item 3.3 below) and all activities were affordable within the budget envelope.
- 3.2.4 The Board noted that the delivery plan for the Faculty of Management highlighted a number of key risks and uncertainties, including the volatile external environment (such as Brexit). The DVC explained that this was a very competitive area and the Faculty had also had a large number of leadership changes over recent years. A lot of emphasis was now placed on achieving AACSB accreditation, which would prove a benefit in terms of the international market. The Faculty continued to face challenges but progress was positive and a number of strong appointments had been made at Deputy Dean level and the appointment of an interim Dean was now in place.
- 3.2.5 The SUBU President noted that the new Student Research Assistantship Scheme was cited in the delivery plans as an example of the greater focus on the research environment and co-creation. He reported that the current requirement of the scheme was that participants had a first class degree, and that students had asked whether this scheme could be made more accessible, for example by making it available to those with a high 2.1 degree. The DVC explained that the University would keep this under review, but that there was a finite budget for the scheme, and that demand for places currently outstripped the number available. It was important that the scheme resulted in the publication of the best, high quality, co-creation outputs.
- 3.2.6 The Board **approved** the Delivery Plans.

### 3.3 **University Budget 2017/18** [UB-1617-5-008]

- 3.3.1 The DoFP presented the draft University Budget for 2017/18. [confidential]
- 3.3.2 [Confidential]
- 3.3.3 [Confidential]
- 3.3.4 The Chair of the FRC confirmed that the Committee recommended the budget for approval and agreed that it was flexible and well-constructed. The Committee was also assured of the robustness of the process for accurately predicting income.
- 3.3.5 The COO presented highlights of the Workforce Plan which had been finalised following the FRC meeting and was appended to the draft budget. There had been a 31% growth in academic staff numbers since 2012/13 confirming the investment being made in intellectual capital and the drive to improve student/staff ratios. The ratio of academic to professional & support staff was now 49:51 compared to 40:60 in 2012/13.
- 3.3.6 The Board **approved** the University Budget for 2017/18

### 3.4 **Financial Forecast Submission to HEFCE** [UB-1617-5-009]

- 3.4.1 The DoFP presented the Financial Forecasts for submission to HEFCE. HEFCE would publish its report on the health of the HE sector in November, based on these returns.
- 3.4.2 The Board **approved** the Financial Forecasts for submission to HEFCE.

### 3.5 **Replacement of Revolving Credit Facility (RCF)** [UB-1617-5-010]

- 3.5.1 The DoFP presented this paper setting out proposals for future borrowing arrangements following the tendering exercise and assessment of providers. Mr Skinner confirmed that FRC supported the proposals.
- 3.5.2 The Board **approved** the replacement RCF of £[confidential] and new long-term funding of £[confidential] to support the BU2018 capital expenditure programme as set out in

the paper.

- 3.5.3 **Extension of Existing Revolving Credit Facility (RCF)** [Tabled paper UB-1617-5-021]
- 3.5.4 In light of the previous update warning that completion of the disposal might extend beyond the 31<sup>st</sup> July 2017, it was recommended that it would be prudent to have continuance of the existing RCF facility. Authority to allow additional signatories to execute the relevant documents was also sought due to the possible lack of availability of signatories over the Summer holiday period.
- 3.5.5 The Board **approved** the recommendation that the existing RCF be extended until the disposal of Cranborne House is completed, on the same terms, substantially or materially, as the original RCF and a margin no higher than the original RCF rate of 1.45%.
- 3.5.6 The Board **approved** the recommendation that the Vice-Chancellor and Director of Finance and Performance or in either of their absences, the Deputy Vice-Chancellor or Chief Operating Officer be authorised to execute all the documentation required to evidence Board approval and to extend the RCF as set out at 3.5.5 (above). This authorisation was requested, in addition to the existing Board signatories authorised under the Financial Regulations.

## 4 OPERATIONAL MATTERS

### 4.1 Report on SUBU Elections [UB-1617-5-011]

*The SUBU President withdrew from the meeting for this item.*

- 4.1.1 The COO presented this report and explained that there had been unprecedented challenges to the election process for the SUBU sabbatical officers. Three candidates had been disqualified, but the disqualifications had been initially overturned on appeal to SUBU's Executive Appeals Committee. The SUBU Trustee Board had concerns about this process and had established an Independent External Panel to consider the matter. Following consideration of the report of this Panel, the Trustees subsequently overturned the decision of the Executive Appeals Committee and reinstated the disqualifications. The SUBU Trustees had confirmed that they were now assured that fair and proper processes had been followed. Consideration was on-going as to whether by-elections would now need to take place, or whether it would be possible to appoint the candidates who had been placed 2<sup>nd</sup> in the relevant ballots.
- 4.1.2 The Clerk to the Board confirmed that she was taking assurance from the fact that SUBU's Trustees had now sought and received specialist independent legal advice from a charity law firm in concluding their review process.
- 4.1.3 The COO explained that a number of learning points and follow-up actions for SUBU had been identified which would need to be addressed for future elections. He also confirmed that the disqualified candidates would not be able to stand again in the event that by-elections were held.
- 4.1.4 In light of this discussion, it was noted that the SUBU President's report (Item 2.2 above) on the election outcome, which was correct at the time the report was prepared, was not now correct and the actual position was that 3 of the 5 sabbatical officers had been appointed and the remaining 2 posts were currently vacant following the disqualifications.
- 4.1.5 The Board **noted** the report.
- 4.2 **Minor Works Contract** [UB-1617-5-012]
- 4.2.1 The Board **approved** the award of a 4-year contract to Rocare Building Services Limited for Minor Works at an estimated total value of £[confidential] (excluding VAT)

subject to finalising the contract details.

## **5 COMMITTEE REPORTS**

### **5.1 Audit, Risk & Governance Committee (16th June 2017) [UB-1617-5-013]**

The Minutes were **noted**. Mrs Troy, who had chaired the meeting, informed Members that the Committee had received a report on cyber security which had provided good assurance, however the Committee observed that it was clear that this remained an ongoing risk across the sector.

#### **5.1.1 Risk Register [UB-1617-5-014]**

The Risk Register was **noted**.

#### **5.1.2 Annual Provider Review 2016/17 Outcomes [UB-1617-5-015]**

The Annual Provider Review 2016/17 outcomes were **noted**.

### **5.2 Finance & Resources Committee (9th May and 9th June 2017) [UB-1617-5-016]**

The minutes were **noted**.

#### **5.2.1 Management Accounts [UB-1617-5-017]**

The Management Accounts were **noted**.

#### **5.2.2 Update on Cranborne House Disposal [UB-1617-5-018]**

The Board **noted** this update on progress with the disposal of Cranborne House, which had been prepared at the request of the FRC and circulated to its Members on 22 June.

### **5.3 Development Funding Committee (5<sup>th</sup> May 2017) [UB-1617-5-019]**

The minutes were **noted**.

#### **5.3.1 DFC Terms of Reference [UB-1617-5-020]**

The Board **approved** the amendments to the DFC's Terms of Reference.

### **5.4 Committee Memberships: Report from Nominations Committee [UB-1617-5-021]**

The Chair presented a tabled paper with recommendations from the Nominations Committee meeting of 6<sup>th</sup> July regarding Committee Memberships.

The Board **approved** the appointment of Senate Member Melanie Gray to the Honorary Awards Committee from 8<sup>th</sup> July 2017 for an initial three year period.

## **6 ANY OTHER BUSINESS**

### **6.1 [Confidential]**

**6.2** The COO updated Members on the position regarding fire safety checks (including cladding) following the incident at Grenfell Towers, London. A robust fire risk assessment process was in place overseen by a dedicated Fire Officer. In respect of University buildings a full system of safety measures was in place, including evacuation procedures, risk assessments and fire wardens.

**6.3** The student accommodation owned by the University (Cranborne House and the Student Village) did not have any cladding in place. Other student accommodation buildings owned and managed by third parties did employ cladding and this was currently subject to further testing. The International College did have a small proportion of cladding which had failed the initial testing, however the fire risks were

very different to those seen at Grenfell Tower (for example, the building had sprinkler systems and full evacuation procedures in place). The University was continuing to work closely with all accommodation providers on these matters.

- 6.4 It was thought that future changes would be made to building regulations and these were being anticipated through checks of the specifications for both Poole and Bournemouth Gateway Buildings.

**7. DATE OF NEXT MEETING**

The next Board Meeting was confirmed as the Strategic Planning Away Day on Friday, 6<sup>th</sup> October 2017 at the Captain's Club, Christchurch.

Clerk to the University Board  
July 2017

Approved as a true and accurate record:

..... Date:.....

Prof R Conder (Chair)