



**Bournemouth  
University**

CONFIRMED

## UNIVERSITY BOARD

### MINUTES OF THE MEETING HELD ON FRIDAY, 6 July 2018

Present:	Prof R Conder Mr J Andrews Mr D Asaya Mr N Beal Mr G Beards Mr A Brien Mr J Clark Mr S Jones Mr D Furniss Mrs J Lang Prof T McIntyre-Bhatty Prof J Hölscher Ms P Peckham Prof E Rosser Dr C Shaw Mr D Skinner Ms C Troy Prof J Vinney	Independent Board Member ( <b>Chair</b> ) Chief Operating Officer (COO) President, Students' Union at Bournemouth University Independent Board Member Director of Finance & Performance (DoFP) Independent Board Member Independent Board Member Independent Board Member Independent Board Member Independent Board Member ( <b>Deputy Chair</b> ) Deputy Vice-Chancellor (DVC) Elected Academic Staff member Elected Professional & Support Staff Member Elected Senate Member Independent Board Member Independent Board Member Independent Board Member Vice-Chancellor (VC)
In Attendance:	Mr S Laird Mr G Rayment Ms D Wakely	Director of Estates (Minutes 17/071 and 17/072) Corporate Governance & Committees Manager Clerk to the University Board
Observer:	Mr Abdurasheed Adeyinka Balogun	President Elect, Students' Union at Bournemouth University
Apologies:	Miss A D'Abreo Mrs S Collins Mr D Kane Mrs A Oloyede	Independent Board Member Independent Board Member Independent Board Member Independent Board Member

#### Declarations of Interest

*Mr Beards, Professor McIntyre-Bhatty and Mr J 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 and a Non-Executive Director of MUN (UK) (University appointment, unremunerated). Prof Conder is a Non-States Member of Guernsey's Committee for Education, Sports and Culture.*

#### MINUTES OF PREVIOUS MEETINGS

17/060 **Minutes of the University Board Meeting, 4 May 2018 [UB-1718-5-001]**

The minutes were **approved** as an accurate record subject to the amendment of the

final sentence of minute 17/030d to read *'Both external engagement and research activities would in future be more embedded at Faculty and Professional Service level under the executive leadership of other members of UET.'*

17/061 **Matters Arising and Actions Register [UB-1718-5-002]**

The Actions Register extract was **noted**. All actions had been completed or were dealt with under subsequent agenda items (below).

**CONTEXT SETTING AND UPDATE REPORTS**

17/062 **VC's BU Update Report [UB-1718-5-003]**

17/062a The VC presented highlights of his update report. The Government's review of post-18 education was ongoing. The VC had met with the Chair of the review who had emphasised that University stability would be at the heart of any policy proposals arising from their work. The Department for Education (DfE) was undertaking a review of subject level TEF and a consultation had recently closed.

17/062b Turning to internal developments, work was continuing to prepare for REF 2021. Work had also focused on implementation planning for BU2025 (see separate agenda item below). A number of league table results had been published since the previous meeting with BU falling slightly in the Complete University Guide (CUG) and Guardian University Guide. BU had, however, risen in the QS World University Rankings (up from the top 72% to the top 69% and there had been improvements in specific areas of the Guardian and CUG rankings (including degree completion, value added and % of Good Honours).

17/062c The VC also noted that the BU2018 strategic plan would close at the end of July and highlighted some of the progress made since the plan was inaugurated in 2012. There had been a clear focus on people with substantial investment in staff, students and the University environment. Academic Strength had improved from 48% to 83% (107% uncapped) and 78% of staff now had teaching qualifications or HEA Fellowships, reflecting the cultural change which had taken place.

17/062d The VC's update report was **noted**.

17/063 **BU2018 Key Performance Indicators [UB-1718-5-004]**

The VC presented the final closing report on the BU2018 KPIs and thanked the DVC and the PRIME team for their work in presenting this data over the duration of the strategic plan. The targets had been ambitious and there had been major improvements in academic strength. Members welcomed the impressive increase in the number of staff with doctorates and teaching qualifications, noting that the numbers were now above the sector benchmark and continuing to increase. The National Student Survey results for 2018 were expected to be released at the end of July or early August. The SUBU President noted that there appeared to be a variation between the figure for KPI 10 (Total student numbers) and figures published on the University website. It was thought that this was due to the difference between head-count or FTE figures being used but it was agreed to check that the published figures

were up to date.

**ACTION:** Review the published total student number figures on the University website to check consistency with the figures quoted in the BU2018 KPI report.

**Action by:** COO

17/064 **SUBU Update Report [Verbal Report]**

17/064a The SUBU President tabled copies of the SUBU Annual Review document for information. Highlights of activities over the period included the debate series (including topics such as freedom of speech) and further activity by the liberation groups to improve representation for marginalised groups. Recent activity had been largely focused on the induction and handover to the newly elected Officers and it was noted that all the incoming officers featured mental health awareness and support in their manifestos. All had attended the annual NUS conference in Birmingham.

17/064b The SUBU President's update report was **noted**.

17/065 **Chair's Action and Use of the University Seal [UB-1718-5-005]**

The Board **noted** the report.

17/066 **Board and Committee Appointments [UB-1718-5-006]**

17/066a The Chair presented a tabled paper setting out the Nominations Committee's recommendations for re-appointments of Board Members, Committee appointments and Chancellor and Pro-Chancellor appointments as recommended by the Nominations Committee at their meeting on 5 July 2018.

17/066b The Board **approved** the appointment of Des Pullen (currently co-opted independent member of the Finance and Resources Committee) to the University Board for an initial 3 year term commencing 7th July 2018.

17/066c The Board **approved** Annette D'Abreo serving a second term of appointment commencing 1st August 2018 for a 3 year period.

*Mr Brien withdrew from the meeting*

17/066d The Board **approved** Alistair Brien serving a second term of appointment commencing 1st October 2018 for a 3 year period.

*Mr Brien re-joined the meeting.*

17/066e The Board **approved** Professor Tim Rees' appointment as Senate Member to the Board commencing 1st August 2018 for a period running concurrently with his Senate membership, up to a maximum of three years initially.

*Prof Holscher withdrew from the meeting*

17/066f The Board **approved** Professor Jens Holscher filling the Board Member vacancy on the Honorary Awards Committee.

*Prof Holscher re-joined the meeting.*

*Mr Furniss withdrew from the meeting*

17/066g The Board **approved** David Furniss taking the position of Chair of Remuneration Committee.

*Mr Furniss re-joined the meeting.*

17/066h The Board **approved** the appointment of Kate Adie as the University's new Chancellor for an initial 5 year period commencing 1st January 2019. The Chair reminded members that this appointment was confidential pending a formal announcement which was expected prior to the 2018 graduation ceremonies.

17/066i The Board **approved** the Vice-Chancellor approaching candidates as set out in the paper for the position of Pro-Chancellor and subject to satisfactory due diligence checks, **delegated authority** to the Chair to approve their appointments for an initial 5 year period commencing on dates of the Chair's recommendation.

17/066j The Board **approved** the University participating in the Board Apprentice Scheme which aims to increase diversity on boards and widen the pool of board-ready candidates by placing appropriate individuals on boards as apprentices for 1 year to gain first-hand experience, through observation, of the workings and dynamics of boards.

#### **STRATEGIC MATTERS**

17/067 **BU2025 Key Performance Indicators [UB-1718-5-007]**

17/067a The VC presented the final draft KPI framework which had been subject to further development since the May 2018 Board meeting and took account of comments and suggestions made previously by Members in respect of the way the critical mass diagram and societal impact were presented. Figures to show the research bid pipeline were now included. The academic staff profile had been subject to further benchmarking and the target for academic staff involved in interdisciplinary publications and bids had been defined. The target ratio of postgraduate research students to academic staff had also been updated to align with the stretch aspirational competitor set.

17/067b The Board **approved** the BU2025 KPI Framework and would be given the opportunity to give feedback on the format of the reports and usefulness of the data at future meetings with a formal review point after two complete academic years.

<b>ACTION:</b> Review the BU2025 KPI Framework after two complete academic years.
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<b>Action by:</b> VC
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17/068 **BU2025 Implementation Plan [UB-1718-5-008]**

- 17/068a The VC presented a summary report of the BU2025 implementation plan, which superceded the previous BU2018 delivery planning process. The plan had been developed by the University Executive Team and the University Leadership Team in collaboration with senior academic and professional services staff.
- 17/068b The Board **noted** the BU2025 Implementation Plan and it was agreed to circulate the accompanying slide deck for information.

**ACTION:** Circulate BU2025 Implementation Plan slides to Members for information.

**Action by:** VC

17/069 **University Budget 2018/19 [UB-1718-5-009]**

- 17/069a The DoFP presented the draft University Budget for 2018/19. Income was expected to increase by £[redacted] and the operating surplus was budgeted at £[redacted]. The budget included £[redacted] of capital expenditure for the remainder of the EDF phase 1 and the Digital Enablers Plan. New borrowings would be £[redacted], this being the second tranche of the approved £[redacted] increase.
- 17/069b The Chair of the Finance & Resources Committee confirmed that the Committee had recommended the budget to the Board for approval. They were satisfied that borrowing levels remained prudent and within the University's self-imposed limit of 2/3 of the former HEFCE borrowing threshold. Key future risks in terms of possible impact were considered to be any government imposed reduction in the undergraduate fee from the current level of £9,250 and the dependence on increased income from research. The budget had been extensively tested through sensitivity analysis, however, and pause points in the major capital projects would allow for adjustments in expenditure to be made if necessary.
- 17/069c The Board **approved** the budget for 2018/19.

17/070 **Financial Forecast [UB-1718-5-010]**

- 17/070a The DoFP presented the Financial Forecast through to 2022/23 for approval prior to submission to the Office for Students (OfS). The Finance & Resources Committee had recommended the return to the Board for approval.
- 17/070b The Board **approved** the Financial Forecast.

17/071 **Estates Development Framework [UB-1718-5-011]**

*Mr Laird joined the meeting.*

- 17/071a The COO presented the proposed revisions to the Estates Development Framework (EDF) and proposals for phase 2 covering the years 2020/21 to 2024/25 to support BU2025, with an expected budget envelope of approximately £[redacted]. The proposals for Phase 2 adhered to the guiding principles of the EDF, centred on one campus split across two sites. The proposals aligned to BU2025 objectives, including enabling academic staff and PGR growth; a high quality campus-based Fusion

experience; financial resilience; sustainability and to support academic strategic investment areas. Approval was sought for the Framework only at this stage, with projects being submitted to the Board individually for approval, with built-in pause points to provide flexibility.

- 17/071b Mr Laird highlighted the major investments to be delivered through EDF 2. The Poole Gateway Building phase 2 (PGB2) would provide 7,150m<sup>2</sup> of additional academic space for investment of approximately £[redacted] (see separate agenda item below). The University was currently ranked in the lower quartile for Library space and the proposed Sir Michael Cobham Library (SMCL) would help to address this by providing a net gain of 2,500m<sup>2</sup> following demolition of part of the existing building. The proposals also included the refurbishment and remodeling of Weymouth House and partial refurbishment of Christchurch House, including the provision of space for medical sciences investment. Proposed sustainability enhancements included the introduction of an ambitious 50% carbon reduction target by 2025.
- 17/071c To support the delivery of PGB2 and provide future development opportunities the University was seeking to purchase Talbot Village Trust (TVT) Plot P (the site of Talbot House) on a 125 year lease basis.
- 17/071d In addition, EDF2 provided for aspirational developments which could be pursued should funds become available. These included the possible redevelopment of Poole House; a new building to replace Dorset House and Bournemouth Gateway Building 2 (BGB2) on the Lansdowne site.
- 17/071e Turning to the key project risks, Mr Laird explained that the work on the Library could be disruptive due to its central location and the Project Board would seek to minimise the impact on staff and students. Many staff would be required to relocate during various projects and a set of principles were being developed to assist with decisions on how staff were located. There were risks associated with the land acquisition which could impact on costs, timing and the plot available for PGB2. Negotiations with TVT were ongoing, however, and the COO remained confident that a positive agreement could be reached. There were also risks associated with planning approval delays, although discussions with the planning authority had been positive and the single planning authority which would come into effect in April 2019 may simplify the process in future.
- 17/071f Members welcomed the proposed Framework which they commented made very effective use of the land available and demonstrated high quality estates management. It was noted that the potential site of BGB2, adjacent to BGB1 would impact on the car parking space available on Lansdowne campus. Mr Laird recognised this and thought that options for underground parking would need to be considered as part of any proposals alongside discussions with the Council as part of their wider consideration of parking solutions for the conurbation.
- 17/071g Members asked for further information on the proposed Library extension and Mr Laird explained that this would include the usual physical stock of books as well as social learning spaces and possibly additional learning services. The focus would be on providing student facilities rather than offices for administrative staff. Members also asked whether there was a limit of the height of buildings or number of storeys which could be built on Talbot campus. The COO explained that this would be subject to consultation with stakeholders but that currently 4 to 5 storeys was considered the working limit for buildings close to the site boundary. Higher buildings could be

imposing and impact negatively on the overall feel of the campus, as well as having a negative impact on students having to move between multiple floors of a building between timetabled sessions.

- 17/071h Mr Skinner confirmed that the Finance and Resources Committee had welcomed the proposed framework and its focus on driving the BU2025 strategic objectives. The Chair noted the additional assurance provided by the inclusion of formal pause points in all major capital projects
- 17/071i The Board **approved** the Estates Development Framework refresh including the proposals for Phase 2 (2020-2025) with associated capital funding of circa £[redacted] noting that individual projects would be presented for approval prior to spend commitment.

**17/072 Poole Gateway Building Phase 2 Project Proposal [UB-1718-5-012]**

- 17/072a Further to the approval of the EDF 2 (above) the COO presented the project proposal for PGB2. Funding of up to £[redacted] was sought to undertake a feasibility study and work on the initial briefing, design and survey. The building would be adjacent to PGB1 currently under construction. Funding would enable the project to continue to July 2019 at which point further funding would be sought for the next phase. It was anticipated that the building would provide space for strategic investment areas as well as allowing the Faculty of Science and Technology to relocate from their current accommodation in Poole House. This would in turn facilitate the relocation of staff from the Executive Business Centre.
- 17/072b The Board **approved** funding of up to £[redacted] including VAT to initiate a feasibility study to carry out initial briefing, design and survey work to deliver a new academic building of circa 7,150m<sup>2</sup> conceptually called "Poole Gateway Building Phase 2" to be located at the eastern end of the Talbot site, adjacent to the Poole Gateway Building Currently under construction.

*Mr Laird withdrew from the meeting*

**OPERATIONAL MATTERS**

- 17/073 Scheme of Delegation and Senate [UB-1718-5-013]**
- 17/073a The DVC summarised the proposed changes to the Senate Committee structure which required approval by the Board. The changes were designed to support the BU2025 implementation plan. The Academic Standards Committee and the Education and Student Experience Committee would be merged as part of a simplified structure. Electronic meetings would be utilized to help manage routine business and work was being undertaken to ensure that there was appropriate student representation. The changes also included the creation of new Department level committees, reporting into the Faculty Academic Boards.
- 17/037b The Clerk to the Board explained that the changes to the Senate and University Leadership Team structures also needed to be reflected in the Scheme of Delegation and the relevant amendments were also presented to the Board for approval. None of the proposed amendments would fundamentally change the levels of delegation however some name changes were required. The Audit, Risk & Governance

Committee had considered the proposed changes and recommended them to the Board for approval.

17/073c The Board **approved** the amendments to the Scheme of Delegation and the revised Senate committee structure.

17/074 **Financial Regulations [UB-1718-5-014]**

17/074a The DoFP presented proposed amendments to the Financial Regulations which included non-material changes arising from the change of regulator from HEFCE to the OfS as well as revisions to reflect the new Committee Structure (as approved above). Mrs Lang confirmed that the Audit, Risk & Governance Committee (ARG) had considered the proposals and recommended the revisions to the Board.

17/074b The Board **approved** the amended Financial Regulations.

**ACTION:** Publish the revised Scheme of Delegation

**Action by: Clerk to the Board**

**ACTION:** Publish the revised Financial Regulations

**Action by: Director of Finance and Performance**

17/075 **Students' Union at Bournemouth University (SUBU) Code of Practice (UB-1718-5-015]**

*Mr Asaya and Mr Balogun withdrew from the meeting for this item.*

17/075a The Clerk to the Board presented proposed amendments to the SUBU Code of Practice which addressed both Safeguarding and Data Protection requirements. The amendments had been agreed with the General Manager of SUBU who would present it to SUBU's Trustee Board following approval. ARG had considered the amendments and recommended the revised document to the Board.

17/075b The Board **approved** the revised SUBU Code of Practice.

*Mr Asaya and Mr Balogun re-joined the meeting.*

**ACTION:** Present the revised SUBU Code of Practice to the SUBU Board of Trustees.

**Action by: SUBU General Manager**

**ACTION:** Publish the revised SUBU Code of Practice

**Action by: Clerk to the Board**

17/076 **Barclaycard Contract Renewal 2018-2023 [UB-1718-5-016]**

17/076a The DoFP explained that the University's contract with Barclaycard for the provision of e-purchasing cards would expire on 30<sup>th</sup> July 2018. Approval was now sought to extend the contract for a further 2 years. A review had been undertaken of the current terms available through the Crown Commercial Service Framework Agreement and this confirmed that Barclaycard continued to offer best value for money. Charges



were very low at approximately £200 per annum and the contract also provided management information software which enabled the University to track, report and extract data on purchasing activity. Members supported the proposal and recognised the importance of the cost savings available from the use of purchasing cards as an alternative to invoicing systems.

17/076b The Board **approved** the extension of the contract with Barclaycard for the provision of e-purchasing cards to 30<sup>th</sup> July 2020.

#### **COMMITTEE REPORTS**

17/077 **Finance and Resources Committee (8 June 2018) [UB-1718-5-017]**

The Minutes were **noted**.

17/078 **Management Accounts (8 June 2018) [UB-1718-5-018]**

The Management Accounts were noted.

17/079 **Development Funding Committee (4 May 2018) [UB-1718-5-019]**

The Minutes were noted.

17/079a **Development Funding Committee – Terms of Reference [UB-1718-5-020]**

The amended Terms of Reference for the Development Funding Committee were **approved**.

17/080 **ANY OTHER BUSINESS**

The Chair thanked departing members Prof Rosser and Mr Asaya on behalf of the Board for their hugely valuable contributions to the work of the Board during their terms of office and wished them both every success for the future.

17/081 **DATE OF NEXT MEETING**

The next Board Meeting will take place on **Friday, 5 October 2018 at 9.30am** in the Boardroom, Poole House.

Clerk to the University Board  
July 2018

Approved as a true and accurate record:

..... Date:..... November 2018.....  
Prof R Conder (Chair)