



**Bournemouth  
University**

**CONFIRMED**

## **UNIVERSITY BOARD**

### **MINUTES OF THE MEETING HELD ON FRIDAY, 5 JULY 2019**

Present:	Prof R Conder	Independent Board Member ( <b>Chair</b> )
	Mr J Andrews	Chief Operating Officer (COO)
	Mr A Balogun	President, Students' Union at Bournemouth University
	Mr N Beal	Independent Board Member (Items 1 to 3.2)
	Mr G Beards	Finance Director (FD)
	Mr J Beswick	Independent Board Member
	Mr A Brien	Independent Board Member
	Miss A D'Abreo	Independent Board Member
	Ms K Fahmy	Independent Board Member
	Mr D Furniss	Independent Board Member
	Mr K Hoods	Independent Board Member
	Mr S Jones	Independent Board Member
	Mr D Kane	Independent Board Member
	Mrs J Lang	Independent Board Member ( <b>Deputy Chair</b> )
	Ms S Luder	Independent Board Member
	Prof T McIntyre-Bhatty	Deputy Vice-Chancellor (DVC)
	Ms P Peckham	Elected Professional & Support Staff Member
	Mr D Pullen	Independent Board Member
	Prof J Vinney	Vice-Chancellor (VC)
	Mrs D Ward	Independent Board Member
In Attendance:	Ms J Mack	Head of Academic Services (Items 3.11 and 3.12)
	Mr G Rayment	Corporate Governance & Committees Manager
	Ms D Wakely	Clerk to the University Board
Observer*	Miss Y Oluseun	Board Apprentice
Apologies:	Mrs A Oloyede	Independent Board Member
	Prof T Rees	Elected Senate Member

*The Chair welcomed newly appointed independent Board Members Ms Karima Fahmy and Ms Sara Luder to their first meeting of the Board.*

*\* Although appointed in an observer capacity the Board agreed, at the suggestion of the Chair, that the Board apprentice be invited to contribute to the discussions.*

*New declarations of interest and existing declarations relevant to agenda items for this meeting.*

*Mr Andrews and Mr Jones are Directors of Bournemouth University Community Business Ltd. (BUCB), a subsidiary company of the University.*

## **1 MINUTES OF THE PREVIOUS MEETING**

### **1.1 Minutes of the University Board Meeting, 10<sup>th</sup> May 2019 [UB-1819-4-001]**

18/221 The minutes were approved as an accurate record.

## **1.2 Matters Arising and Actions Register [UB-1819-4-002]**

18/222 The Actions Register was noted with all items being completed, not yet due or dealt with under other agenda items. Mr Balogun confirmed that action no. 134 in respect of induction for international students had now been completed.

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

### **2.1 VC's BU Update Report [UB-1819-4-003]**

18/223 The VC presented key highlights of his update report. The Review of Post-18 Education (the Augar review) had published its recommendations and the VC had circulated a summary to Members in his e-mail of 6<sup>th</sup> June. The Government had committed to publishing its response to the recommendations in the Autumn. In terms of funding, the report recommended that the cap on student tuition fees be reduced to £7,500 per year from 2021/22 for new students, with lost income being replaced through the teaching grant. However, this would not be a direct replacement but would be set on a subject by subject basis using a methodology designed by the Office for Students (OfS). This was intended to reflect the subjects' costs and value to students and taxpayers and the impact of the recommendations on individual institutions, therefore, was still unclear.

18/224 On external engagement, the Executive had met with the new Leader and Cabinet of the Bournemouth, Christchurch and Poole Council. Meetings had also taken place with the senior members and officers of Dorset Council. On internal matters, the Department of Psychology had become the third Department to receive an Athena Swan Bronze Award. An application would be made under the Race Equality Charter in July.

18/225 On league table results, the University had fallen 8 places to 73<sup>rd</sup> out of 121 providers in the Guardian league table. Spend per student, as measured by the Guardian, had fallen against the sector and this had resulted in the drop in position. The University had retained its position in the QS World University Rankings (now among the top 66%). The University had risen in the Times Higher Education (THE) Young University Rankings to the 101-150 range, up from the 151-200 range last year.

18/226 Turning to the National Student Survey results, published on 3<sup>rd</sup> July, the VC had e-mailed Members advising them of the outcome. The NSS gathered responses from final year students during the period February to April, and the response rate was typically around 75%. Some slow progress had been made in recent years, however the University's current overall satisfaction score of 78% was below the benchmark of 82% and below the sector average of 84%. Disappointingly, this had translated to a cumulative effect of -3% rather than the hoped for increase of +3%. There was some variation in the results for the different sub-sections of the survey, with 'learning & resources' and 'assessment and feedback' having shown improved responses, but all other categories having fallen by around 1%-2%

18/227 There were many possible factors across the organisation which may have contributed to the fall in the overall satisfaction score and meetings were taking place across faculties and professional services to develop action plans as a matter of urgency. Further qualitative survey data, with details of the comments made by

respondents, would be available shortly and this would be subject to detailed analysis.

- 18/228 The Chair informed Members that he and the Deputy Chair had met with the VC to discuss the results. It was anticipated that they would have a negative impact on the University's league table position over the coming 12 months. Although not directly linked, there was also a risk that the results could impact on future TEF results and student recruitment. The DVC noted, however, that some academic areas performed very well in the survey (above sector average). Work would be undertaken to enhance monitoring and undertake a more granular analysis. Students were being actively engaged in the process of developing action plans, which was particularly important given that 'student voice' was one of the sections of the survey which had achieved lower scores this year.
- 18/229 It was agreed that the Board would consider the NSS in greater detail at the October meeting of the Board. Members asked that the report presented to inform this discussion include some analysis of other Institutions' results, particularly examples of those who had made sustained progress. Members were also interested to know more about any lessons to be learned regarding how others engaged with students (noting the rules which existed around methods of engagement) and any other mechanisms used to collect student feedback – including for example mid-course evaluations undertaken at programme level and any other in-year monitoring that might provide lead indicators. It was also agreed to provide further analysis on the possible impact (if any) that the Departmental restructuring may have had on student satisfaction.

**ACTION:** To present further analysis of the NSS results and action plans to the October meeting of the Board for consideration, to include the points requested by Members (see minute 18/229).

**Action by:** VC

## 2.2 Students' Union at Bournemouth University, President's Report [UB-1819-4-004]

- 18/230 The SUBU President presented key highlights of his update report. Work to support the University's Access and Participation Plan for 2020-21 had been a priority, together with the production of a student submission. Engagement work had also been undertaken to inform the review of how the student voice was used to inform the University's activities. Other research undertaken included the experience of BME students; assessment and feedback; and sports facilities at Lansdowne.
- 18/231 Evaluation was being undertaken of SUBU's work at organisational and departmental level to inform activity for the coming year. Annual summary reports of data gathered using the online 'SimOn' tool were also being used to inform future work. This gathered views across the whole student body (not just the final year students) on a continuing basis. Members queried some of the data in the report and it was agreed that further details on this student feedback would be provided to inform the discussion at the next meeting (for example, further analysis of the feedback on campus facilities).

**ACTION:** To provide a report giving further analysis of student feedback gathered via SimOn, to inform the discussion at the October meeting.

Action by: SUBU President.

## 2.3 Chair's Report

### 2.3.1 Chair's Action, Written Resolutions and Use of the University Seal [UB-1819-4-005]

18/232 The report was **noted**.

### 2.3.2 Board and Committee Appointments [UB-1819-4-006, tabled]

18/233 Following the Nominations Committee meeting on 4<sup>th</sup> July 2019, a paper was tabled setting out the Committee's recommendations.

*Mr Kane withdrew from the meeting.*

18/234 The Board **approved** the re-appointment of David Kane to the Board for a second term of three years commencing 1st August 2019.

*Mr Kane re-joined the meeting.*

*Mr Beal withdrew from the meeting.*

18/235 The Board **approved** the appointment of Nick Beal as Deputy Chair of Audit, Risk and Governance Committee with effect from 6th July 2019.

*Mr Beal re-joined the meeting.*

18/236 The Board **approved** the re-appointment of Tola Oloyede to the Board for a second term of three years commencing 1st December 2019.

*Ms Peckham withdrew from the meeting.*

18/237 The Board **approved** the appointment of Paula Peckham to fill the Board Member vacancy on the Honorary Awards Committee with effect from 6th July 2019.

*Ms Peckham re-joined the meeting.*

*Mrs Lang withdrew from the meeting.*

18/238 The Chair presented the recommended process and timetable for the appointment of a Deputy Chair. Mrs Lang had confirmed that she was happy to stand for a second term of office, but any other members were welcome to seek nomination. The Board **approved** the process for the selection and appointment of a Deputy Chair of the University Board.

*Mrs Lang re-joined the meeting.*

18/239 The Clerk to the Board advised members that a vacancy for an independent Member to the join the Remuneration Committee had arisen and expressions of interest were welcomed. Out-of-meeting board approval for any appointment would be required, as it was hoped to fill the vacancy in time for the Committee's October meeting.

**ACTION:** Expressions of interest to join the Remuneration Committee to be submitted to the Clerk to the Board.

**Action by:** Independent Members.

### 2.3.3 Board Effectiveness Review Action Plan [UB-1819-4-007]

18/240 The Clerk to the Board introduced this report and highlighted one correction at the end of paragraph 2.2.32 which should have read '(14 scored 5, 3 scored 4, 1 scored 3)'. The next independent review of the Board was due to take place later in 2020 and the Committees were also on a regular cycle of internal reviews. The Chair and Deputy Chair had met to consider the results in full and Members were now invited to consider the summary and proposed actions. The Chair highlighted the actions set out at 2.5 to 2.7 of the report. The Nominations Committee would consider the skills matrix and requirement for accountancy and higher education experience. Comments on possible improvements to the induction programme and suggestions for future CPD presentations were noted and would be implemented in the next academic cycle.

### 2.4 Appointment of the Chair [UB-1819-4-008, tabled]

*Professor Conder withdrew from the meeting and Mrs Lang chaired this item.*

18/241 Mrs Lang reminded Members that the Chair's current term of office would end on 10<sup>th</sup> July and, in accordance with the approved process, Members had been invited to submit nominations. Only the current Chair had expressed an interest and an election process was not, therefore, necessary. The Nominations Committee recommended that the Board re-appoint Professor Conder as Chair for a second term of 3 years.

18/242 The Board **approved** the appointment of Professor Richard Conder for a second term of office as Chair of the University Board for a 3-year period commencing 11<sup>th</sup> July 2019.

*Professor Conder re-joined the meeting.*

## 3 STRATEGIC AND FINANCIAL MATTERS

### 3.1 Key Performance Indicators (KPIs) [UB-1819-4-009]

18/243 The VC presented the KPI update report and explained that there had been little change in the data since the previous meeting. Research & Knowledge Exchange bidding activity had improved resulting in a forecast increase in income of 15% over two years. The measure of qualifications on entry compared with the student's final award was ranked 2<sup>nd</sup> in the Sector in the Guardian University Guide. In terms of academic staff recruitment, the VC reported that a number of good appointments had been made and this would increase the critical mass measures and resilience.

18/244 Mr Jones asked that, for future reports, the critical mass chart show the original alongside the current position to enable the Board to see the progress which had been made. He also asked why the % placements measure was included in the KPI set and the VC explained that this had been considered a distinctive feature of BU's approach and part of Fusion. The DVC added that the University was significantly above the sector average for this measure (45% against a sector average of 7%).

- 18/245 Members noted the reputational metrics included in the report and the VC confirmed that several of the measures drew on NSS data. The first full year of data for all KPIs would be available for the October Board meeting.

**ACTION:** Review and consider KPIs in detail at the October Board meeting (including financial position, student recruitment and investment in people).

**Action by:** VC

### **3.2 Financial Forecasts for submission to the Office for Students (OfS) [UB-1819-4-010]**

- 18/246 The FD presented the financial forecasts through to 2023/24 which were due to be submitted to the OfS as part of the annual accountability return. The OfS template for the submission of the data was not yet available but it was expected to follow the previous year's format. The data was drawn from the forecast 2018/19 figures, the budget for 2019/20 and the financial plans through to 2023/24 as set out in the BU2025 financial plan. A reconciliation and narrative was provided to reconcile the adjustments made, including some pay costs and FRS102 pension charges.
- 18/247 It was recognised that challenges in undergraduate recruitment, resulting from demographic changes, might impact on financial performance through to 2022/23. The report set out the potential impact of reduced income and options for managing costs and varying the pace of investment whilst being careful not to impact on the student experience. The sensitivity analysis conducted as part of the preparation of the BU2025 Financial Plan remained valid. The OfS report, 'Financial sustainability of HE providers in England in April 2019' was appended to the report and provided sector comparisons. Members noted that the 'net liquidity days' figure for BU was below the Sector average and the FD confirmed that the University complied with its approved Reserves Policy of one months' cash (30-days) plus a Revolving Credit Facility (RCF) equivalent to 25 cash days.
- 18/248 The Chair noted that the demographic changes threatening revenues in the short-term would lead to increased competitive pressures as others sought to maintain their market share. Mr Furniss confirmed that the Finance & Resources Committee (FRC) recommended both the Financial Forecasts and the budget (Item 3.3 below) to the Board for approval, although they did so with some degree of nervousness in light of the challenges set out in the paper. The Committee had emphasised that, whilst it was important to mitigate falling revenues by managing costs, the University could not 'cut its way to success' and it had challenged the Executive to focus on seeking ways to increase income.
- 18/249 Members asked about the University's marketing approach and how it compared to others in the Sector. The COO explained that the University was continuously refreshing its programmes and working closely with those areas that needed to innovate their portfolios. The marketing approach was refreshed annually and took into account an analysis of what others in the Sector were doing.
- 18/250 Members asked about the impact on investment in people and staff costs. The COO explained that the University was currently seeking to recruit at the higher end of the market and was re-profiling the workforce through the voluntary severance scheme. This would be considered further at the October meeting as part of the KPI discussion.
- 18/251 In respect of student number projections, Members noted the growing number of

alternatives to degree programmes, particularly apprenticeships. The DVC explained that the University did offer apprenticeships in the fields of engineering and nursing, but these were specifically degree apprenticeships. Mr Brien added that apprenticeships were seen as a viable alternative by a growing number of potential students and that this was something that the school outreach teams needed to address.

18/252 The Board **approved** the Financial Forecasts.

### **3.3 University Budget 2019/20 [UB-1819-4-011]**

18/253 The FD presented the budget for 2019/20 which was recommended to the Board for approval by the FRC. There would be a further opportunity to review the budget in October when the final position on student recruitment would be clearer. Mr Furniss drew the Board's attention to the sensitivity scenarios contained at section 6 of the paper.

18/254 The Board **approved** the budget for 2019/20.

### **3.4 Long Term Borrowing [UB-1819-4-012]**

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18/255 – 18/258 [Redacted]

### **3.5 Strategic Investment Area (SIA) Business Case: Financial Investment for an Institute for the modelling of Socio-Environmental Transitions (IMSET) [UB-1819-4-013]**

18/259 The DVC presented this business case which sought approval for funding over 5 years to create the IMSET. The business case was recommended to the Board for approval by the FRC who had asked to receive annual progress reports on the project. The proposal had been developed following a call for ideas for research to align with the SIA. 27 submissions had been received and were subject to a competitive process, with the current proposal being selected for investment.

18/260 The Board **approved** the total project funding of £[redacted] including VAT over a five-year period to enable the creation and operational implementation of the Institute for the Modelling of Socio-Environmental Transitions (IMSET). The Institute would generate £[redacted] of income over five years and provide a return on investment in Year 3 of the funding period. The first three years of costs (£[redacted] for 2019/20-2021/22) would be provided by the SIA Fund and subsequent years' costs would be met from the Faculty of Science & Technology budget.

### **3.6 Business Case for Poole Gateway Building 2 [UB-1819-4-014]**

18/261 The COO presented this business case which sought funding to proceed to the next design stage and to submit a planning application. Approval was also sought to allocate funding from the Carbon Management Programme to support ground source heat pumps as part of the project. This request was the next 'pause point' for the project and there would be two further pause points which would give an opportunity to reassess priorities and affordability. The building would house academic and staff office space for the Faculty of Science & Technology and would enable the University to exit from Melbury House and the Executive Business Centre on the Lansdowne Campus and unlock financial savings. Subject to approvals, construction would begin

in Spring 2020 for completion in Autumn 2022. The FD confirmed that the requested funding was in line with the approved Estates Development Framework (EDF) capital budget (redacted).

18/262 The Board **approved** the business case for project funding of £[redacted] including VAT to proceed to the next stage of design (RIBA Stage 4) and to submit a planning application, resulting in a cumulative total approved budget of £[redacted]. The Board also **approved** the allocation of cross-funding of £[redacted] including VAT from the Carbon Management Programme in order to support the delivery of Ground Source Heat Pumps as part of the scheme, resulting in a revised total project budget of £[redacted].

### **3.7 Lease of Student Village, Talbot Campus [UB-1819-4-015]**

18/263 The COO advised that this paper had been delayed as negotiations were still ongoing. Approval would instead be sought out-of-committee via a written resolution.

### **3.8 Surrender of part lease of Car Park H, Talbot Campus (COO) [UB-1819-4-016]**

18/264 The COO advised that this paper had also been delayed and approval would also be sought out-of-committee via a written resolution.

### **3.9 Surrender of part of lease and deed of variation of lease of Wallisdown Road Playing Fields [UB-1819-4-017]**

18/265 The COO presented this paper and advised that the University had a 30-year lease with the Council for the playing fields and pavilion in nearby Wallisdown Road. The Council were now seeking to take back a strip of land from the site in order to undertake work to improve the pedestrian, cycle and road access along Wallisdown road. This would not impact on the University's use of the playing fields.

18/266 The Board **approved** the request that BU enter into the Deed of Surrender of Part and Deed of Variation of lease relating to the Wallisdown playing fields.

### **3.10 Provision of General Office Furniture: Framework [UB-1819-4-018]**

18/267 The Board **delegated** authority to the COO and Director of Estates to award a framework contract under the NEUPC (North Eastern Universities Purchasing Consortium) Framework Agreement FFE2005NE as a compliant direct award to BOF Group Ltd for a 4-year term commencing 1st October 2019.

18/268 The Board **approved** expenditure of up to £[Redacted] (mixture of capital and revenue) between 1st October 2019 and 30th September 2023 on a 'call off' basis. This funding would be from the EDF capital budget, or relevant revenue budgets.

### **3.11 Compliance with OfS Ongoing Conditions of Registration [UB-1819-4-018]**

18/269 Ms Mack joined the meeting and presented this report with the DVC. In 2018 the OfS had approved the University's application to join the register of HE providers. The Audit, Risk & Governance Committee (ARG) had received the OfS outcome letter and agreed to receive an annual report on compliance with the conditions of registration for presentation to the Board. A summary was presented with the report which set out how the University complied with all on-going conditions of registration, based on



existing established processes. It was anticipated that feedback on the Access and Participation Plan would be received over the Summer.

18/270 The Board **noted** the report.

#### **4 OPERATIONAL MATTERS**

##### **4.1 Admissions Overview [UB-1819-4-020]**

18/271 The VC reminded Members that it had been agreed to provide an update on the University's approach to Admissions following the correspondence with the Secretary of State for Education, Damian Hinds regarding unconditional offers. The DVC explained the rationale for making 'unconditional offers' to attract high achieving applicants in the increasingly competitive market. The Unconditional Offer scheme had originally been introduced following a successful pilot in 2014/15 and had been well-received by applicants. 'Conditional unconditional' offers were where an unconditional offer was made if the applicant accepted it as their firm choice.

18/272 Following a review by the Admissions Group, which included the receipt of Counsel's opinion on the legal position, it had been agreed by the University Leadership Team that the University would continue to make unconditional offers to applicants predicted grades BBB and above at A-level (or equivalent) in the 2020/21 undergraduate entry admissions cycle and to remove the practice of Conditional Unconditional offers. The University would continue to incentivise high grades achievement of applicants through Academic Excellence Scholarships, set at AAA or equivalent.

18/273 The Board **noted** the report.

##### **4.2 Related Companies Policy and Procedures (UB-1819-4-021)**

18/274 The COO presented the revised policy and procedures which had been reviewed by the ARG and FRC who recommended it to the Board. He noted that the Policy & Procedures had recently been used successfully to establish Bournemouth University Community Business Ltd.

18/275 The Board **approved** the revised Related Companies Policy and Procedures.

##### **4.3 Removal of Development Funding Committee (DFC) – proposals for alternative oversight of fundraising and stewardship of funds [UB-1819-4-022]**

18/276 The COO explained that, following on from previous discussions, ARG had further considered the case for disbanding the DFC and the alternative arrangements which would need to be put in place to ensure effective governance was maintained, as set out in the paper. An annual report would be made to the Board and fundraising activity would be subject to the usual internal audit review programme.

18/277 The Board **approved** the removal of the DFC with effect from 6th July 2019. It also approved the revised delegations and responsibilities as set out in the paper with effect from 6th July 2019; the Code of Ethical Fundraising and Donors' Charter; and the Sponsorship Policy and Procedures.

18/278 The Code and Sponsorship Policy would be reviewed after 12 months of operation and presented to ARG for approval.

**5 COMMITTEE REPORTS**

**5.1 Finance and Resources Committee (7th June 2019) [UB-1819-4-023]**

18/279 The minutes were **noted**.

**5.1.1 Management Accounts (FD) [UB-1819-4-024]**

18/280 The management accounts were **noted**.

**5.1.2 Update on Kier [UB-1819-4-025]**

**Confidential – Commercial in confidence**

18/281 [Redacted]

**5.2 Audit, Risk and Governance Committee (21st June 2019) [UB-1819-4-026]**

18/282 The minutes were **noted**.

**5.2.1 Risk Register [UB-1819-4-027]**

18/283 The risk register was **noted**.

**5.3 Development Funding Committee (10<sup>th</sup> May 2019) [UB-1819-4-028]**

18/284 The minutes were **noted**.

**6 ANY OTHER BUSINESS**

18/285 The COO reported that the Chapel Gate acquisition was expected to be completed later that day.

18/286 The Chair and Members congratulated the VC on his appointment as a Deputy Lieutenant of Dorset.

**7 DATE OF NEXT MEETING**

Friday 4<sup>th</sup> October 2019, 9:00am to 12:00pm, The Boardroom, Poole House, Talbot Campus

Clerk to the University Board  
July 2019

Approved as a true and accurate record:

..... Date.....4 October 2019.....  
Prof R Conder (Chair)