






UET Meeting

02 June 2020, 10:00 to 12:00

MS Teams

Agenda

- | | | |
|-------------|---|---|
| 1. | Minutes and Matters Arising from the Previous Meetings held 26 May 2020 | 10 minutes
Approval
Chair |
| |  Minutes_UET meeting_260520.pdf (1 pages) | |
| 2. | Tianjin University of Technology (TUT)- Briefing Proposal
[Angelos & Alastair asked to join at 10.10am] | 20 minutes
Approval
Angelos Stefanidis, Alastair Morrison |
| |  Briefing paper TUT- May 2020.pdf (12 pages) | |
| 3. | Standing item: Financial Update | 50 minutes
Discussion
David Reeve |
| 3.1. | Cash flow update
[Sarah asked to join at 10.40am] | Information
Sarah Hutchings |
| 3.2. | Finance Regulations | Approval
David Reeve |
| |  Financial Regulations - Review May 2020 SH edits (2).pdf (23 pages) | |
| 3.3. | Schedule of Insurance Cover | Approval
David Reeve |
| |  FRC insurance paper June20.pdf (4 pages) | |
| 4. | Standing item: Board and sub-committee preparation
[Deborah asked to join at 11.15am] | 20 minutes
Discussion
Deborah Wakely |
| | <ul style="list-style-type: none"> • ARG Agenda - 3 July 2020 | |
| |  ARG-1920-3-000 3 July 2020 agenda.pdf (2 pages) | |
| 5. | Standing item: OfS and Government Reporting | 15 minutes
Information
Jane Forster |
| | <ul style="list-style-type: none"> • Regulatory Reporting Tracker • Reportable events update | |

6. Future Meetings and Items:

- ULT forward agendas

10 minutes

Review

Chair

7. AOB

15 minutes

UET meeting

26 May 2020, 10:00 to 12:00

MS Teams

Attendees

UET members

John Vinney, Jim Andrews, David Reeve

In attendance

Jane Forster, Christina Pizot (Minute taking)

Apologies

Tim McIntyre-Bhatty

Meeting minutes

1. Minutes and Matters Arising from the Previous Meetings held 12 May 2020

Approval
Chair

Minutes

The minutes from the previous meeting were approved with redactions to the AOB section.

Matters arising

None noted.

 Minutes_UET meeting_120520.pdf

2. Standing item: Financial Update

Discussion
David Reeve

DR reviewed the latest cash flow position and the forecast through to September 2020:

-a slight improvement anticipated at end of July 2020 (and September 2020) mainly due to QR funds coming in earlier and the Euro being down.

DR noted that Ms Sarah Hutchings would keep updating the figures and would review with UET on a weekly basis.

DR updated UET on the current situation with Barclays and advised that we should start the process as soon as possible.

3. Standing item: OfS and Government Reporting

Information
Jane Forster

- Regulatory Reporting Tracker
- Reportable events update

JFo noted that the OfS consultation response had been submitted today following conversations with Ms Jacky Mack and TMB.

No further updates noted.

4. Future Meetings and Items:

Review
Chair

- ULT forward agendas
- No new updates.

5. AOB

- JA mentioned a briefing proposal on TUT (Tianjin University of Technology) which he would circulate this morning to UET. This would need to be reviewed at the next UET meeting.



Briefing Paper

Partnership Proposal – Tianjin University of Technology (TUT)

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1. BACKGROUND AND CONTEXT

- 1.1 At its meeting on 30 January 2019, ASEC received and considered a proposal (Paper Reference: [ASEC-18-064b](#)) to establish a Joint Institute with Tianjin University of Technology (TUT), located on the premises of TUT and owned by TUT. In summary, the Joint Institute would:
- Offer four-year full-time undergraduate programmes, designed with expertise from BU and leading to a TUT academic award;
 - Support opportunities for students to transfer to BU to complete their final year (Level 6);
 - Serve as hub for the development of other joint activities such as research, summer school, and placement opportunities.
- 1.2 Following consideration of the proposal, ASEC confirmed its support and agreed to recommend that it be approved by the University Board subject to the provision of details about governance structures for managing both the strategic development of the partnership and the academic quality and standards elements for the same. At its meeting on 15 February 2019, the University Board approved the proposal to establish a Joint Institute with Tianjin University of Technology (TUT).
- 1.2 Working closely with TUT, BU representatives developed a joint proposal for submission to the Ministry of Education which culminated in a presentation to a Ministry panel on 19 September 2019. The outcomes from this exercise was published in early November 2019, along with the outcomes for Southampton University and Brunel University, who have both been subsequently approved.
- 1.3 The Ministry of Education made a number of recommendations which needed to be resolved before the proposal to establish a Joint Institute could be approved. The recommendation which requires consideration by ASEC, ULT and the University Board relates to the Ministry's opinion that the proposed 3+1 provision did not meet its requirements that students enrolled at the Joint Institute should have the opportunity to earn a foreign award without studying abroad. The Ministry recommended that the Joint Institute should implement 'double enrolments, double degrees' and explicitly grant foreign degrees without the requirement for studying abroad and that this be included in the Agreement and the Articles of Association signed by BU and TUT. The Joint Institute would not be approved without this agreement.
- 1.4 Given the strategic appetite for the establishment of the Joint Institute, as agreed by

'Higher education TNE is the delivery of degrees in a country other than where the awarding provider is located. It can include, but is not limited to, branch campuses, distance learning, online provision, joint and dual degree programmes, double awards, 'fly-in' faculty, and mixed models, traditionally referred to as blended learning.'

The Quality Assurance Agency for Higher Education (QAA) has the following explanation and definitions of qualifications involving more than one degree-awarding body, from its publication: *Characteristics Statement: Qualifications involving more than one degree-awarding body. February 2020.*

'The significant defining feature of qualifications involving more than one degree-awarding body is that they are the outcome of distinctive educational provision that none of the partners could offer, in that form, independently of the others, and which is enhanced by the contribution of multiple partners. They can be characterised, therefore, as representing innovative and enhanced learning experiences often, but not exclusively, in an international context.

The shared characteristic of the models described in this section, is that to successfully complete the course, students must fulfil the requirements of all degree-awarding bodies involved. Where students receive more than one qualification on completion, the awards are fundamentally linked: a student cannot meet the requirements to receive one award and its associated certificate without the other(s). Commonly, receipt of the final award(s) is dependent on students achieving a single, shared set of criteria (which may be learning outcomes or other requirements).

*In some jurisdictions (such as China), there are legal or regulatory impediments to the award of a single certificate of this kind. In other cases, there may be difficulties with the recognition or acceptance of a single joint certificate, which mean that it is not in the interests of students to mark their achievement in this way. In these circumstances, students completing a course that is otherwise wholly joint are awarded two (or more) certificates, one from each degree-awarding body involved. The certificate and/or transcript or record of achievement, or Diploma Supplement, of at least the UK degree-awarding body or bodies refer to the existence of the other(s) and makes clear that they refer to the completion of a single, jointly conceived course. Where legally permissible, the same reference is included on the documents issued by the other degree-awarding body or bodies. Within the Bologna Process, this is described as a **double degree.**'*

Another report from Universities UK International provides a UK sector-wide perspective on TNE activity and data that provides context to the BU-TUFT Joint

- The decrease since 2016–17 was mainly due to the reduction in students studying for an award of the reporting provider whilst registered at an overseas partner organisation. Two of the three main providers of distance, flexible and blended TNE report a large number of TNE students in this category.
- More than half of students were registered at an overseas partner organisation (56.5%).
- Students studying at an overseas campus experienced the greatest proportional growth between 2016–17 and 2017–18 (10.7%).

Three main programme providers of distance, flexible and blended TNE together make up **52.1%** of the total number of TNE students. Excluding these providers:

- **332,125** students were studying on UK TNE programmes in 2017–18, an increase of **2.0%** over the previous year. Student numbers grew by **19.9%** from 2013–14 to 2017–18.
- **51.5%** of providers reported more than 1,000 students in TNE in 2017–18, compared to **44.5%** in 2013–14.
- The largest contingent of students was studying through collaborative provision (**44.3%**). Numbers studying through this type of provision increased **27.5%** from 2013–14.
- Most students were studying for an undergraduate degree (**64.9%**). Students studying for postgraduate research degrees increased by **11.0%** between 2016–17 and 2017–18.

Furthermore, looking at TNE activity in China specifically, the Ministry of Education in Beijing has recently approved 21 new Joint Institutes in May 2020, which according to the British Council is more than in any previous year. This demonstrates the strategic impetus and policy directives in China to encourage overseas HEIs to deliver joint programmes in the country. Only four of the 21 newly-approved institutes will not offer any engineering programmes: two will offer medical programmes, while the remaining two will specialise in music and auditing. The new Joint Institutes include six partnerships between Chinese and UK universities - more than any other country in the current batch of approvals. Five US-China partnerships have also been approved so far in 2020, as well as three that involve Australian institutions, two each for France, Ireland and Ukraine, and one partnering with a Canadian university.

The British Council³ in China provides the following analysis:

'The number of approvals so far in 2020 is already higher than the 14 joint institutes

Similarly, looking at the current global geopolitical position in view of the COVID-19 crisis and subsequent economic and social impact, leading sector commentators have recently recommended that universities need to consider TNE activities more as core business rather than intensifying recruitment efforts on diminishing numbers of international students⁴. Speaking at UUKi's April 2020 International Higher Education Forum, Dr Janet Ilieva argued that competition for reliable, quality international partners would increase among UK and other English-speaking universities as a source of international student enrolments.

Therefore, given the established scale of UK TNE activities, and the changing geopolitical and economic situation globally, it is recommended that BU proceeds with offering a double degree for the programmes under the BU-TUT Joint Institute.

2.2 Institutional Policy on TNE and Dual awards⁵

This proposal has been updated so that students enrolled at the TUT-BU Joint Institute studying on the TUT campus, taught by both TUT and BU academic staff, would receive a double degree upon completion of the necessary requirements for both institutions – a degree from TUT and a degree from BU.

7A – Partnership Models and Definitions Policy of the University's Academic Regulations, Policies and Procedures (ARPP) includes definitions of standard partnership models in the UK Higher Education sector, and does not distinguish between arrangements in the UK or overseas.

The partnership model that allows for the possibility of students obtaining a dual award offered from two partners is Shared Delivery/Programme. The definition of this model in 7A is as follows:

Key characteristics of the Shared Delivery/Programme are:

- *One or more Partners share with the University the responsibility for the development and/or delivery of a programme;*
- *The programme leads to a single award of Bournemouth University or a joint/dual award(s) offered with the Partner(s), possibly under separate regulations for each of the awards.*

It is recommended that this development is considered within the Shared Delivery/Programme partnership model that already exists in the ARPP rather than introducing a new policy on Transnational Education (TNE).

full access to online library services, and learning support services. Assessment boards would form part of the governance structures of the Joint Institute and would take place virtually or on the other partner's campus, and would be scheduled separately from BU link department assessment boards.

2.4 Process for programme development and course approval

Established procedures for setting up partnership arrangements for validation of new programmes would be followed, for the purposes of leading to a BU award as set out by ARPP 7B – Partnership Approval Policy and Procedure. TUT has already been approved on as a University partner and a Recognition Agreement was signed between TUT and BU in April 2018. Refreshed due diligence would be required, and this may include expanding the scope from core to supplementary due diligence enquiries. This revised partner approval paperwork would be considered by FASEC/ASEC, and possibly be subject to a Partner Approval Event.

Following successful partner approval for this kind of partnership model, the programmes developed for delivery with TUT will be subject to the process for programme validation, as set out in ARPP 4A – Programme Approval, Review and Closure: Policy, including the submission of a Programme development proposal to FASEC and ASEC. Once approval for these developments have been received from ASEC, an in-country validation would need to be staged at the location of delivery.

2.5 Assessment

BU and TUT would be responsible for the assessment of the components of the programme that each partner delivers, as well as the overall assessment strategy leading to its qualification. The programme is subject to each partner's assessment regulations for the respective qualifications.

Marks are then imported from the other partner (as appropriate) by BU or TUT for the qualification it awards. Different marking scales would be used by BU and TUT. The marking scale used for assessment within a unit, and for the overall unit mark, is determined by the Joint Institute Joint Management Committee, and is specified in the unit descriptor.

2.6 Examination board

A joint Examination Board, in addition to any boards already established at each partner, will be established to oversee the confirmation of assessment for individual

procedures would be followed as set out in ARPP 7C – *Partner Review: Policy and Procedure*, and 4A – *Programme Approval, Review and Closure: Policy*.

The renewal of the partnership agreement would be dependent on the satisfactory resolution of all conditions set by the periodic review panel.

2.9 Certification and transcripts

Students who successfully achieve the appropriate criteria and learning outcomes set out by both BU and TUT will receive separate institutional degree certificates, and a transcript or record of achievement. Students will receive one degree certificate for each of the separate qualifications being awarded by BU and TUT. Both degree certificates will refer to the dual award and the degree certificate of the other partner. Students who are awarded both a BU and TUT degree will need to satisfy academic requirements additional to those required for the award of a single degree by either institution, such as an extra project or unit(s).

3. Finance

The original proposal approved by the University Board on 19th February 2019 had the following projection:

- The TUT fee income paid to BU over the 10-year period will be £17,280,000. The BU fee income for the same period is projected to be £11,828,000. The surplus, based on the projected total number of students over the 10-year period is £13,722,000.

Based on a tuition fee increase for students on a joint programme leading to awards from both TUT and BU for all students who satisfy the necessary requirements, the projection would now be (the full financial summary is in Appendix A below):

- The TUT fee income paid to BU over the 10-year period will be £29,700,000. The BU fee income for the same period is projected to be £11,828,000. The surplus, based on the projected total number of students over the 10-year period is £20,377,000.

Appendix A – Financial Plan

INCOME & EXPENDITURE REPORT - 10 YEAR PLAN AUG 2020 TO JUL 2030

I&E Account

Figures in £000s	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Description	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Fee Income (TUT Recruitment)	874	1,747	2,621	3,494	3,494	3,494	3,494	3,494	3,494	3,494	29,700
Fee Income (BU Recruitment)	-	-	-	623	934	1,556	2,179	2,179	2,179	2,179	11,828
Total Income	874	1,747	2,621	4,117	4,428	5,050	5,673	5,673	5,673	5,673	41,528
Academic Staff Costs	174	224	323	603	649	737	826	829	832	834	6,031
Admin Staff Costs	157	163	166	170	173	177	180	184	187	191	1,748
PTHP (Academic)	7	14	29	57	57	57	57	57	57	57	451
Total Staff Costs	338	402	518	830	879	971	1,063	1,070	1,076	1,083	8,230
Staff Recruitment Costs	-	-	5	5	5	5	-	-	-	-	20
Staff Development	-	-	-	3	5	8	12	12	12	12	63
Travel & Subsistence Costs	56	81	132	235	235	235	235	235	235	235	1,913
Total Other Staff Costs	56	81	137	243	245	248	246	246	246	246	1,996
Consumables	-	-	-	4	6	10	14	14	14	14	76
Research Support	30	30	30	30	30	30	30	30	30	30	300
PhD Bursaries	20	20	20	20	20	20	20	20	20	20	200
Student Mobility Funding	30	40	50	50	50	50	50	50	50	50	470
Student Exchange Funding	20	20	20	20	20	20	20	20	20	20	200
Printing & Stationery	-	-	-	8	11	19	26	26	26	26	143
Total Student Costs	100	110	120	132	137	149	160	160	160	160	1,389
Consumables & Equipment	-	-	-	60	90	150	210	210	210	210	1,140
Total Support Costs	-	-	-	60	90	150	210	210	210	210	1,140
Legal & Professional	100	-	-	-	-	-	-	-	-	-	100
Marketing	10	10	10	10	10	10	10	10	10	10	100
Fee Discounts	-	-	-	-	-	-	-	-	-	-	-
Fee Waiver	-	-	-	-	-	-	-	-	-	-	-
Scholarships & Bursaries	-	-	-	147	187	267	347	347	347	347	1,986
Bad Debts & Bad Debts Recovered	-	-	-	1	2	3	4	4	4	4	24
Contingency	44	87	131	206	221	253	284	284	284	284	2,076
Entertaining/Catering	-	-	-	1	1	2	3	3	3	3	14
Other Admin Costs	80	30	30	30	30	80	30	30	30	30	400
Total Administration Costs	234	127	171	394	451	614	677	677	677	677	4,700
Rent, Room Hire	10	10	10	10	10	10	10	10	10	10	100
Total Depreciation & Premises	10	10	10	10	10	10	10	10	10	10	100
Total Expenditure	737	730	956	1,669	1,812	2,142	2,367	2,373	2,380	2,387	17,555
Surplus/(Deficit)	136	1,017	1,664	2,447	2,616	2,908	3,306	3,299	3,293	3,286	23,973
Investment in CAPEX (if approved)	20	153	250	367	392	436	496	495	494	493	3,596
Surplus/(Deficit) after CAPEX investment	116	864	1,415	2,080	2,223	2,472	2,810	2,804	2,799	2,793	20,377

Appendix B - List of Joint Institutes between Chinese and UK Universities
Chinese Ministry of Education as of May 2020

Chinese University	UK Partnering University	Joint Institute	Degree(s)	Awarding Body
Communication University of China (CUC)	Nottingham Trent University	Faculty of International Media at CUC	Bachelor's, Master's, PhD	Both by default
University of Shanghai for Science and Technology (USST)	University of Bradford	Sino-British College at USST	Bachelor's	Both by default
	University of Huddersfield			
	University of Leeds			
	Leeds Beckett University			
	Liverpool John Moores University			
	Manchester Metropolitan University			
	University of Salford			
	Sheffield Hallam University			
Donghua University	University of Edinburgh	Shanghai International College of Fashion and Innovation at Donghua University	Bachelor's	Both by default
Xi'an Jiaotong University	Liverpool University	Xi'an Jiaotong- Liverpool University	Bachelor's, Master's	UK only
Nanjing University of Information Science and Technology	University of Reading	NUIST Reading Academy	Bachelor's	Both by default
Nanjing Tech University	University of Sheffield	Joint Institute of Nanjing Tech University and The University of Sheffield, Nanjing Tech University	Bachelor's, Master's, PhD	Both by default
Zhejiang Wanli University	University of Nottingham	University of Nottingham - Ningbo	Bachelor's, Master's (UK only), PhD (UK only)	Both by default

Zhejiang University	University of Edinburgh	ZJU - UoE Institute, Zhejiang University	Bachelor's, Master's, PhD	Both by default
Jinan University	University of Birmingham	Jinan University- University of Birmingham Joint Institute at Jinan University	Bachelor's	Both by default
Beijing Jiaotong University	Lancaster University	Lancaster University College at Beijing Jiaotong University	Bachelor's, Master's	Both by default
Southwest Jiaotong University	University of Leeds	SWJTU-Leeds Joint School	Bachelor's	Both by default
University of Electronic Science and Technology of China	University of Glasgow	Glasgow College, UESTC	Bachelor's	Both by default
Hebei University	University of Central Lancashire	HBU-UCLan School of Media, Communication and Creative Industries	Bachelor's	Both by default
Wuhan Textile University	Birmingham City University	Birmingham Institute of Fashion and Creative Art, Wuhan Textile University	Bachelor's	Both by default
Central South University of Forestry and Technology	Bangor University	Bangor College, Central South University of Forestry and Technology	Bachelor's	Both by default
Northwestern Polytechnical University	Queen Mary, University of London	Queen Mary University of London Engineering School, Northwestern Polytechnical University	Bachelor's	Both by default
Liaoning University	De Montfort University	Xinhua International Business School, Liaoning University	Bachelor's	China only
Dongbei University of Finance and Economics	University of Surrey	Surrey International Institute, Dongbei University of Finance and Economics	Bachelor's, Master's	Both by default

China Medical University	Queen's University of Belfast	China Medical University – The Queen's University of Belfast Joint College	Bachelor's	Both by default
Dalian University of Technology	University of Leicester	Leicester International Institute, Dalian University of Technology	Bachelor's	Both by default
Joint Institutes Newly Approved in 2020				
Shaanxi University of Science and Technology	Ulster University	Ulster college at Shaanxi University of Science and Technology	Bachelor's	Both by default
Chengdu University of Technology	Oxford Brookes University	Chengdu University of Technology Oxford Brookes College	Bachelor's	Both by default
North China University of Technology	Brunel University London	Brunel London School, North China University of Technology	Bachelor's	Both by default
Harbin Engineering University	University of Southampton	Southampton Ocean Engineering Joint Institute at Harbin Engineering University	Bachelor's	Both by default
Qingdao Agricultural University	Royal Agricultural University	Bathurst Future Agri-Tech Institute of Qingdao Agricultural University	Bachelor's	Both by default
Hubei University	Manchester Metropolitan University	Manchester Metropolitan Joint Institute, Hubei University	Bachelor's Master's	Both by default
Zhejiang Gongshang University	University of Sussex	Sussex Artificial Intelligence Institute, Zhejiang Gongshang University	Bachelor's Master's	Both by default
Wuxi Taihu University	University of the West of Scotland	The Scotland Academy at Wuxi Taihu University	Bachelor's	Both by default

Note:

1. 36 UK universities are partnering with Chinese universities.
2. 32 of all 36 approved joint institutes have implied the name of the partnering UK universities.
3. 34 of all 36 approved joint institutes offer dual degrees by default. One only offers UK degrees and One only offers Chinese degree

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Owner:	Finance Director
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BOURNEMOUTH UNIVERSITY

FINANCIAL REGULATIONS

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[APPENDIX 1 – USEFUL LINKS](#)

1. BACKGROUND AND PURPOSE

The University is a higher education corporation created under the provisions of the Education Reform Act ~~2017~~¹⁹⁸⁸, as amended by the Further and Higher Education Act 1992. Its structure of governance is laid down in the Instrument and Articles of Government. ~~The Instrument of Government can only be amended by an order of the Privy Council and the Articles of Government by the University with the consent of the Privy Council.~~ The University is accountable through its University Board, which has ultimate responsibility for the effectiveness of its management and administration.

[The Terms & Conditions of Funding for Higher Education Institutions](#) between the Office for Students (OFS) and the University sets out the terms and conditions on which the grant is made by the OFS. The University Board is responsible for ensuring that conditions of grant are met. As part of this process, the University must adhere to the OFS [Audit Code of Practice – Annex C - The Terms & Conditions of Funding for HE Institutions](#), which requires the University to have sound systems of financial and management control. The Financial Regulations of the University form part of this overall system of accountability.

The University is an exempt charity by virtue of Schedule 2 of the Charities Act 1993.

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2. STATUS OF FINANCIAL REGULATIONS

The Financial Regulations translate into practical guidance the University's broad policies relating to financial control. This document was approved by the University Board on ~~03 July 2020~~ ^{10 May 2019}. It applies to the University and all its subsidiary undertakings, but does not apply to the Students' Union as it is a separately constituted organisation. However, as a condition of the annual grant that the University provides to the Union, the University Board expects the principles contained in the Regulations, wherever relevant, to be adopted by the Union.

The University receives funding from the Office for Students (OFS). The Terms & Conditions of Funding for Higher Education Institutions between the OFS and the University sets out the terms and conditions for payment of OFS grants to higher education institutions.

The purpose of these Financial Regulations is to provide control over the totality of the University's resources and provide management with assurances that the resources are being properly applied for the achievement of the University's strategic plan and business objectives:

- financial viability;
- achieving value for money;
- fulfilling its responsibility for the provision of effective financial controls over the use of public funds;
- ensuring that the University complies with all relevant legislation; and
- safeguarding the assets of the University.

All issues concerning finance must be carried out in accordance with these Financial Regulations. In part, this is to ensure that the University meets its obligations to OFS as set out in [The Terms & Conditions of Funding for Higher Education Institutions](#). The Financial Regulations are reviewed and approved by the University Board following the recommendation of the Audit, Risk and Governance Committee. The Financial Regulations are underpinned by, and may refer to, other policy and procedure documents approved either by the University Board, a committee of the University Board, the Vice-Chancellor or the University Executive Team. A schedule of the key documents is included at Appendix 1 to these regulations.

These regulations create a framework of financial controls within which the staff of the University must operate. Properly complied with, these Financial Regulations not only protect the University, but also individual staff. Failure to comply with these Financial Regulations may lead to the loss of assets, significant delays in payments to employees and suppliers, and additional work for colleagues.

Compliance with the Financial Regulations is compulsory for all staff employed by, or connected with the University. Compliance issues may be raised by the Vice-Chancellor with the Audit, Risk and Governance Committee. A member of staff who fails to comply with the Financial Regulations may be subject to disciplinary action in accordance with the University's [Staff Disciplinary Procedure](#). Alleged and potential breaches will be reported, in the first instance, to the Finance Director who will take any required actions, including possible escalation to the Vice-Chancellor and, if appropriate, notifying the University Board. It is the responsibility of Executive Deans, Directors and Heads of Professional Services to ensure that their staff read and understand the [Financial Regulations and underpinning policies and procedures](#), which are available on the University intranet.

If there are any points which are unclear, please contact the Finance Director or the Deputy Finance Director.

The Audit, Risk and Governance Committee is responsible for maintaining an on-going review of the Financial Regulations and advising the University Board of any additions or changes necessary, which may arise due to changes in the University's business, activities, structures or legislative requirements.

In exceptional circumstances, the Finance and Resources Committee may authorise a departure from the detailed provisions herein; such a departure is to be reported to the University Board at the earliest opportunity. The Finance Director should be contacted in the first instance for clarification of any points within the Financial Regulations.

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3. CORPORATE GOVERNANCE

3.1 THE UNIVERSITY BOARD

The University Board oversees the strategic development of the University and has overall responsibility to ensure the effectiveness of its management and administration. Its financial responsibilities are to:

- ensure the solvency of the University;
- safeguard the University's assets;
- ensure the effective and efficient use of resources;
- ensure the funds provided by OFS are used in accordance with the terms and conditions of OFS's [Terms & Conditions of Funding for Higher Education Institutions](#);
- ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment;
- ensure that the University complies with the OFS's Audit Code of Practice (See [Annex C – Terms & Conditions of Funding for Higher Education Institutions](#)) (€);
- approve the University's Strategic Plan;
- approve annual estimates of income and expenditure and to approve the annual financial statements; and
- appoint the University's internal and external auditors.

3.2 ACCOUNTABLE OFFICER

The Vice-Chancellor is the University's Accountable Officer and is responsible for the financial administration of the University. In this capacity, the Vice-Chancellor must advise the Board if, at any time, any action or policy under consideration by them appears to the Vice-Chancellor to be incompatible with the [OFS Terms & Conditions of Funding for Higher Education Institutions](#). If the Board decides nevertheless to proceed, the Vice-Chancellor must immediately inform the Chief Executive of the funding body in writing. The Vice-Chancellor must ensure that annual estimates of income and expenditure are prepared for consideration by the Board and for the management of budgets and resources within the estimates approved by the Board. As the Accountable Officer, the Vice-Chancellor may be required to justify any of the University's financial matters to the Public Accounts Committee at the House of Commons (or equivalent bodies in Scotland and Wales).

In particular, the Articles of Government 4.2.(e) charge the Vice-Chancellor with responsibility for:

"...preparing annual estimates of income and expenditure, for consideration by the Board of Governors, and for the management of budget and resources, within the estimates approved by the Board of Governors."

The Vice-Chancellor shall demonstrate his or her oversight of financial matters by signing the balance sheet and the statement of corporate governance within the annual financial statements, and the Annual Assurance Return.

3.3 COMMITTEE STRUCTURE

The University Board meets at least four times each academic year and has established a number of committees to which it delegates various responsibilities. The full [Committee Structure](#) is published on the [BU website](#). The Terms of Reference for these committees are accessible via the links to each of the Committee headings within the structure diagram.

3.4 RESPONSIBILITIES

3.4.1 Finance Director

Day-to-day financial administration is controlled by the Finance Director who is responsible to the Vice-Chancellor for:

- the development of a financial strategy to meet the University's strategic objectives;
- preparing annual capital and revenue budgets and financial plans;

- [preparing annual cash flow forecasts and a 13 week rolling cash flow forecast.](#)
- preparing accounts, management information, monitoring and control of expenditure against budgets and all financial operations;
- preparing the University's annual accounts and other financial statements and accounts which the University is required to submit to other authorities;
- ensuring that the University maintains robust financial systems and controls;
- providing professional advice on all matters relating to financial policies and procedures; and
- day-to-day liaison with internal and external auditors in order to achieve efficient processes.

In the event that the Finance Director is unavailable for any reason, the Vice-Chancellor may make such alternative arrangements in relation to the above as are appropriate in the circumstances.

3.4.2 Executive Deans, Directors and Heads of Professional Services

The Executive Deans, Directors and Heads of Professional Services have devolved responsibility for day-to-day financial operations within their budget areas, and can delegate limited responsibilities to subordinate staff within areas of responsibility. They are responsible for establishing and maintaining clear lines of responsibility within their Faculty or Professional Service for all financial matters.

They are advised by the Finance Director and the Finance [and Performance](#) directorate in executing their financial duties. The Finance Director will also supervise and approve the financial systems and controls operating within their Faculty or Professional Service including the form in which financial records are kept.

Executive Deans, Directors and Heads of Professional Services shall provide the Finance Director with such information as may be required to enable:

- compilation of the University's financial statements;
- implementation of financial planning; and
- implementation of audit and financial reviews, projects and value for money studies.

3.4.3 All Members of Staff

Identified members of staff are authorised by their Executive Dean, Director or Head of Professional Service to deal with certain day-to-day financial matters, in accordance with the provisions of the regulations and the authorised expenditure limits aligned to grades. To be valid, such authority must be formally recorded and a copy of the authorisation lodged with the Finance Department. No other members of staff have authority to engage in any action or make any commitment which may conceivably incur institutional costs.

Staff should ensure that they are aware of the University's financial authority limits (see [Financial Authority Limits](#)) and the values of purchases for which quotations and tenders are required (see [Procurement Manual](#)).

All members of staff should be aware and have a general responsibility for the security of the University's property, for avoiding loss and for due economy in the use of resources.

They shall make available any relevant records or information to the Finance Director, or his or her authorised representative, in connection with the implementation of the University's financial policies, these financial regulations and the system of financial control.

They shall provide the Finance Director with such financial and other information as he or she may deem necessary, from time to time, to carry out the requirements of the University Board.

They shall immediately notify the Finance Director whenever any matter arises which involves, or is thought to involve, irregularities concerning, *inter alia*, cash or property of the University. The Finance Director shall take such steps as he or she considers necessary by way of investigation and report and shall have due regard to the [Fraud Policy & Procedures](#).

3.5 RISK MANAGEMENT

The University acknowledges the risks inherent in its business, and is committed to managing those risks that pose a significant threat to the achievement of its business objectives and financial health.

The University [Executive Team](#) has [developed](#) a risk management policy [and toolkit](#) which explains the University's underlying approach to risk management, documents the roles and responsibilities of the University Board, the University [Leadership Executive](#) Team and other key parties. This policy has been approved by the Audit, Risk and Governance Committee of the University Board. University risk management arrangements will be considered and approved by the Audit, Risk and Governance Committee on an annual basis.

The University Board has overall responsibility for ensuring there is a common approach to the management of risk throughout the University through the development, implementation and embedment within the organisation of a formal, structured risk management process.

The University Board requires that the Risk Management Policy and supporting procedures include:

- the adoption of common terminology in relation to the definition of risk and risk management;
- the establishment of University-wide criteria for the measurement of risk, linking the threats to their potential impact and the likelihood of their occurrence together with a sensitivity analysis;
- a decision on the level of risk to be accepted, together with tolerance levels expressed in terms of measurable outcomes;
 - ~~a decision on the level of risk to be covered by insurance (see section 10.2);~~
- detailed regular review at Faculty and Professional Service level to identify significant risks associated with the achievement of key objectives and other relevant areas;
- development of risk management and ~~mitigation~~~~contingency~~ plans for all significant risks, to include a designated 'risk owner' who will be responsible and accountable for managing the risk in question;
- ~~regular reporting of the corporate Risk Register and an accompanying risk report to the University Board and its committees~~~~regular reporting to the University Board of all risks above established tolerance levels;~~ and
- an annual review of the ~~effectiveness of the risk management system~~~~implementation of risk management arrangements.~~

The policy and procedures must be capable of independent verification.

3.6 “WHISTLEBLOWING” (Disclosure in the Public Interest) Policy & Procedures

Whistleblowing describes the action of a person connected to an organisation (usually an employee) who reports a concern about serious malpractice within that organisation. The relevant legislation is the Public Interest Disclosure Act 1998 as amended, which provides protection for 'whistleblowers' who report serious concerns provided they have a reasonable belief that it is in the public interest and act in accordance with the correct disclosure procedure. The University's '[Whistleblowing' \(Disclosure in the Public Interest\) Policy and Procedures](#) outlines what the procedure covers, how to raise a concern that does not fulfill the definition of a 'public interest disclosure' and how to report a concern in the Public Interest.

3.7 CODE OF CONDUCT

The University's General Conduct Policy outlines the expectations of staff in ensuring all act with due regard to the interest of the University and to promote and implement corporate policies. The University expects that staff at all levels will observe its code of conduct.

The [General Conduct Policy](#) is available on the [Staff Intranet](#).

3.8 CONFLICTS OF INTEREST

The University values creativity, partnership and enterprise and is supportive of the various internal and external activities in which members of staff engage. Occasionally, however, a member of staff's outside interests may conflict, or appear to conflict, with their University duties. The University has, therefore, put in place a Conflicts of Interest Policy and Procedures to protect the University and members of staff from any appearance of impropriety and to enable the University and members of staff to comply with legal obligations.

The Policy provides a system for reporting and managing conflicts of interest that affect members of staff, members of the University Board and other individuals working in or for the University.

The [Conflicts of Interest Policy and Procedures](#) is available on the [Staff Intranet](#) and the [BU website](#).

3.9 ANTI-BRIBERY POLICY AND PROCEDURES

The University is committed to ethical standards of business conduct and adopts a zero-tolerance approach to bribery and corruption in all jurisdictions. The University will uphold relevant laws for countering bribery and corruption, in particular the Bribery Act 2010.

As part of the above commitment, the University has implemented Anti-Bribery Policy and Procedures, which are incorporated into these Financial Regulations.

The Anti-Bribery Policy and Procedures apply to all members of staff of the University, to all external members of the University Board when acting in that capacity and to all other persons when working in or for the University.

Breach of the Anti-Bribery Policy and Procedures may constitute a disciplinary offence for members of staff and may result in contractual or legal sanctions for other persons when working in or for the University.

The [Anti-Bribery Policy and Procedures](#) is available on the [Staff Intranet](#) and the [BU website](#).

3.10 FREEDOM OF INFORMATION ACT

The University's policy in relation to the Freedom of Information Act is available at: [Freedom of Information](#).

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4. FINANCIAL MANAGEMENT AND CONTROL

4.1 RESOURCE ALLOCATION

Resources are allocated annually by the University Board on the recommendation of the Finance and Resources Committee.

Executive Deans, Directors and Heads of Professional Services are responsible for the economic, effective and efficient use of resources allocated to them.

4.2 FINANCIAL PLANNING

The Finance Director is responsible for preparing annually a rolling financial forecast for approval by the University Board on the recommendation of the Finance and Resources Committee for submission to the OFS. Financial forecasts should be consistent with the University Strategic Plan and financial strategy approved by the University Board.

4.3 BUDGET PREPARATION

The Finance & Performance Service, reporting to the Finance Director, is responsible for advising Faculty and Professional Services on the preparation of their annual budget and for preparing annually a consolidated income and expenditure budget, and capital programme for the University 'group' (the 'group' comprises of the University and any subsidiary companies of the University). The budget should link clearly to the University's approved Strategic Plan and financial strategy and will represent the income, expenditure and cash flows associated with their implementation for the forthcoming year. The budget is considered by the University Executive Team before submission to the Finance and Resources Committee. The budget should include monthly cash flow forecasts for the year and a projected year-end balance sheet. The Finance Director must ensure that detailed budgets are prepared as part of a clear planning and resource allocation process. The Finance Director will communicate the detailed budgets to the Executive Deans, Directors and Heads of Professional Services as soon as possible following ~~their~~ approval of the overall budget by the University Board.

4.4 CAPITAL PROGRAMMES

Alongside the approval of the five year financial forecast, the University Board will approve an outline capital programme for the equivalent period, indicating the major projects anticipated over the period and estimated cost of each.

The Chief Operating Officer, in conjunction with the University Executive Team, will take the lead in developing the University's capital priorities and plan, and will ensure that the Finance and Resources Committee is consulted at an early stage in respect of new projects.

All purchases of capital items which exceed the limit set out within the schedule of [Financial Authority Limits](#) must be approved in advance by the University Board. Where such items are scheduled in the budget proposal for the current year, they will have been approved by the University Board when it approved the budget. Significant variations on that proposal, or items not included in that proposal, such as purchases to be funded from income generation, will require separate specific approval before any action to purchase can be taken. Any such new proposals require the endorsement of the Executive Dean, Director or Head of Professional Service concerned, and the Finance Director and the University Executive Team before submission to the Finance and Resources Committee and the Board. Capital equipment is any item having a unit price (including VAT) in excess of (see [Financial Authority Limits](#)) with an expected useful life of more than one year.

All capital expenditure must be subject to a procurement process in accordance with the University's [Procurement Manual](#).

The Finance Director is responsible for providing regular statements concerning all capital expenditure to the University Executive Team and the Finance and Resources Committee for monitoring purposes.

Proposed capital and revenue projects are authorised through the University Leadership Team and should be supported by:

- a statement which demonstrates the project's consistency with the Strategic Plan and Estate or IT strategy approved by the University Board;
- an initial budget for the project, which should include a breakdown of costs including professional fees, VAT and funding sources;
- a financial evaluation of the plans, including, where appropriate, whole life costings, together with their impact on cash flow and the Income and Expenditure Account, plus advice on the impact of alternative plans;

- an investment appraisal in an approved format which complies with OFS guidance on option and investment appraisal, including sustainability and environmental considerations;
- a demonstration of compliance with normal tendering procedures. Where funded directly or indirectly by the OFS, the procurement procedures shall ~~conform~~ conform to the OFS's regulations.
- a monthly cash flow forecast.
- a change request report where applicable. It should be noted that change requests require an additional review by Finance of the cash flow impact to the project and the overall University's cash flow prior to any changes being approved.

4.5 OTHER MAJOR DEVELOPMENTS

Any new aspect of business, not covered by item 4.4 (i.e. non-core or activity not already undertaken by the University), which will require an investment in buildings, resources or staff time, should be presented for approval to the Finance and Resources Committee (after prior review by the University Executive Team).

All proposed establishments of, or investments in a company (including joint venture), should follow the Related Companies Policy and Procedures, available on the [Staff Intranet](#) (see [Related Companies Policies and Procedures](#)).

In planning and undertaking overseas activity, the University must ensure that it has assessed the financial, legal, academic and reputational status and risks associated with the activity. Such an assessment should be undertaken as part of due diligence checks prior to the activity commencement. Guidance on due diligence procedures is available in [Academic Regulation, Policies & Procedures](#) (see [Partnership Approval Policy and Procedure](#)) and further advice can be sought from the Academic Partnerships team.

4.6 BUDGETARY CONTROL

The University's system of devolved budgets places budgetary control with the Executive Dean, Director or Head of Professional Service who will have overall control of income, expenditure and where appropriate, capital within an agreed budget for his or her area of responsibility and must ensure that day-to-day monitoring is undertaken effectively.

The budget holder will be assisted in monitoring their budget by monthly management information provided by the Finance Director, together with appropriate support from nominated staff within the Finance ~~department~~ [Performance Service](#).

The Finance Director, or his or her authorised representative, shall have the right of access to information from budget holders at all times.

The Finance Director, or his or her authorised representative, shall issue detailed period end closedown procedures.

Departures from agreed budgetary targets of more than 5% of budgeted expenditure must be reported immediately to the University Executive Team by the Executive Dean, Director or Head of Professional Service concerned and, if necessary, corrective action taken. Issues that are material in the context of the University's overall budget must be reported to the Finance and Resources Committee at the earliest opportunity.

The Finance Director is responsible for supplying budgetary reports on all aspects of the University's finances to the Finance and Resources Committee on a basis determined by the Finance and Resources Committee, but subject to any specific requirements of the OFS. The Finance Director is also responsible for supplying management reports and forecast outturns, in an agreed format and frequency, to the University Executive Team and all governors.

4.7 ACCOUNTING ARRANGEMENTS

4.7.1 Financial Year

The University's financial year will run from 1 August until 31 July the following year.

4.7.2 Basis of Accounting

The consolidated financial statements are prepared on the historical cost basis of accounting as modified by the revaluation of freehold property and equipment transferred to the University from Dorset County Council upon incorporation and in accordance with applicable accounting standards. They consolidate the financial statements of the University and all its related undertakings for the financial year.

4.7.3 Format of the Financial Statements

The financial statements are prepared for the financial year ending 31 July, in accordance with the Statement of Recommended Practice ("SORP"): Accounting for Further and Higher Education, subject to any specific requirements of the OFS.

4.7.4 Capitalisation and Depreciation

New land and buildings will be recorded in the balance sheet at actual build or acquisition cost. Expenditure incurred on the acquisition of assets other than land and buildings will be recorded in the balance sheet where the acquisition cost per item including VAT is (see [Financial Authority Limits](#)).

Expenditure incurred on repair, refurbishment or extension of existing buildings will not be capitalised unless it can be demonstrated that the resultant value of the building, on the basis of depreciated replacement value, is greater than the current book value.

Depreciation is not provided on freehold land or assets in the course of construction. On other assets, it is provided on cost or re-valued amounts in equal annual instalments over the estimated useful life of assets.

Assets under construction are accounted for at cost: based on the value of direct costs incurred to 31 July. As these assets become complete and operational, they are transferred to the appropriate asset category. Depreciation is not provided on freehold land. On other assets, it is provided on costs or re-valued amounts in equal instalments over the estimated useful life of the assets. The prevailing rates of depreciation are detailed in the Financial Statements.

Where fixed assets are acquired with the aid of specific grants, they are capitalised and depreciated as above. Capital grants are recognised in income when the University is entitled to the funds subject to any performance related conditions being met.

4.7.5 Accounting Returns

The Finance Director is responsible for consolidating and despatching financial returns and other periodic financial reports to the OFS and other agencies as required.

4.7.6 Accounting Records

The Finance Director is responsible for the retention of financial documents. These should be kept in a form acceptable to the relevant authorities.

The University is required by law to retain prime documents for six years. These include:

- official purchase orders;
- paid invoices;
- accounts raised;
- bank statements;
- copies of receipts;
- paid cheques; and
- payroll records, including part time lecturer contracts.

The Finance Director will make appropriate arrangements for the retention of electronic records.

Members of staff should ensure that retention arrangements comply with any specific requirements of funding organisations.

Additionally, for auditing and other purposes, other financial documents, including goods received notes and documentation supporting internal charges and journals, should be retained for three years or as determined by the funder.

4.7.7 Public Access

Under the terms of the Charities Act 2006, the University Board is required to supply any person with a copy of the University's most recent financial statements within two months of a request. The Act enables the University Board to levy a reasonable fee and this will be charged at the discretion of the Finance Director. The University will also make the [financial statements available on the BU website](#).

4.7.8 Taxation

The University is an exempt charity and, as such, is not liable for corporation or income tax on any of its charitable activities. The University is registered for Value Added Tax; however, it is unable to recover input tax on the majority of its purchases because education is an exempt activity. Additionally, non-commercial research, which has a public benefit, is also outside the scope of VAT legislation.

The Finance Director is responsible for advising Executive Deans, Directors and Heads of Professional Services on corporation tax and VAT.

The Finance Director is responsible for maintaining the University's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due dates as appropriate.

4.8 AUDIT REQUIREMENTS

The audit requirements of the University are set out in the OFS Audit Code of Practice (Annex C of the [Terms & Conditions of Funding for Higher Education Institutions](#)).

4.8.1 External Audit

External auditors will be recommended for appointment by the Audit, Risk and Governance Committee to the University Board in accordance with the provisions of the OFS Audit Code of Practice.

The primary role of external audit is to report on the financial statements of the University and its subsidiary companies and to carry out such examination of the financial statements and underlying records and control systems as are necessary to reach their opinion on the financial statements and to report on the appropriate use of funds.

External audit must provide an opinion to the governing body on whether funds (including public funds) have been applied for the intended purposes and on whether the financial statements provide a true and fair view of the financial results for the year.

External audit must also form a view about whether an HEI is a going concern.

The Audit, Risk and Governance Committee should assess the auditor's work each year to ensure that the University is receiving a service of sufficiently high standard at a reasonable price.

The University may ask external auditors to provide additional services. The Audit Risk and Governance Committee must agree all significant matters with a bearing on the auditor's objectivity and independence. Additional work must not impair the independence of the external audit opinion.

4.8.2 Internal Audit

The internal auditor is appointed by the University Board on the recommendation of Audit, Risk and Governance Committee.

The OFS [Terms & Condition of Funding for Higher Education Institutions](#) requires the University to have an effective internal audit function. The main responsibility of internal audit is to provide the University Board, the Vice-Chancellor and senior management with assurances on the adequacy of the internal control system.

All of the University's operations, including subsidiaries, fall within the remit of internal audit. Internal audit may also conduct any special reviews requested by the University Board, the Audit, Risk and Governance Committee or Vice-Chancellor, provided such reviews do not compromise its objectivity, independence or achievement of the approved audit plan.

The internal audit service remains independent in its planning and operation and has direct access to the University Board, Vice-Chancellor and the Chair of the Audit, Risk and Governance Committee. The internal auditor will also comply with "The Code of Ethics and International Standards for the Professional Practice of Internal Auditing".

An annual internal audit report is submitted to the University Board. The internal audit service must produce an annual report which must relate to the financial year and include any significant issues, up to the date of preparing the report, which affect the opinions. It must be addressed to the University Board and the accountable officer and must be considered by the audit committee.

4.8.3 Fraud and Corruption

If an individual suspects any matter which involves, or is thought to involve, irregularities or fraud concerning procurement, cash, stores or other property of the University, or any other suspected irregularity in the exercise of the activities of the University, the individual should notify the relevant officer under the University's Fraud Policy & Procedures, which are available on the [Staff Intranet](#) (See [Fraud Policy & Procedures](#)).

If an individual is not satisfied that their complaint has resulted in the appropriate action they should consider following the procedures set out within the University's Public Interest Disclosure Policy and Procedures (See ['Whistleblowing' \(Disclosure in the Public Interest\) Policy and Procedures](#)).

4.8.4 Value for Money

It is a requirement of the OFS [Terms & Conditions of Funding for Higher Education Institutions](#) that the University demonstrates that it has delivered value for money from its use of public funds. It should keep under review its arrangements for managing all the resources under its control, taking into account guidance on good practice issued from time to time by the OFS, the National Audit Office, the Public Accounts Committee or other relevant bodies.

4.8.5 Other Auditors

The University may, from time to time, be subject to audit or investigation by external bodies such as the OFS, National Audit Office, European Court of Auditors and HM Revenue and Customs. They have the same rights of access as external and internal auditors.

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5. INCOME AND BANKING

5.1 GENERAL

The Finance Director is responsible for ensuring that appropriate procedures are in operation to enable the University to receive all income to which it is entitled. All receipt forms, invoices, tickets or other official documents in use must have the approval of the Finance Director.

Levels of charges for contract research, services rendered, goods supplied and rents and lettings are determined by procedures approved by the Vice-Chancellor.

The Finance Director is responsible for ensuring the prompt collection, security and banking of all income received.

The Finance Director is responsible for ensuring that all grants notified by the OFS and other bodies are received and appropriately recorded in the University's accounts.

It is the responsibility of all staff to ensure that revenue to the University is maximised by the efficient application of agreed procedures for the identification, collection and banking of income. In particular, Executive Deans, Directors and Heads of Professional Services are responsible for ensuring that all claims for funds, including research grants and contracts, are accurate, in accordance with the terms and conditions of the contract and made at the earliest opportunity to optimise the University's income and cash flow.

5.2 APPOINTMENT OF BANKERS

The University Board is responsible for the appointment of the University's bankers on the recommendation of the Finance and Resources Committee. The Finance Director shall review the University's banking arrangements at intervals of no more than five years to ensure that the University receives best value for money.

5.3 BANKING ARRANGEMENTS

The Finance Director is responsible for, on behalf of the Finance and Resources Committee, liaising with the University's bankers in relation to the University's bank accounts and the issue of cheques. All cheques shall be ordered on the authority of the Finance Director who shall make proper arrangements for their safe custody.

Only the Finance Director may open or close a bank account for dealing with the University's funds. All bank accounts shall be in the name of the University or one of its subsidiary companies.

With the agreement of the Chair of the Finance and Resources Committee and the Vice-Chancellor, the Finance Director may amend bank mandate details in respect of any University or University subsidiary company bank account. Changes will be reported to the next scheduled meeting of the Finance and Resources Committee.

All cheques and automated transfers on behalf of the University, such as BACS, must be authorised in the appropriate manner and on the basis approved by the Finance and Resources Committee. Details of authorised persons and limits are set out at [Banking Authorisation](#).

The Finance Director is responsible for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated and cleared on a timely basis.

5.4 OFS GRANTS

The OFS provides grants for a number of purposes. The grants provided include:

- Recurrent grant;
- Capital funding;
- Special purpose grants.

Recurrent grant is provided for normal day-to-day running costs such as salaries and wages, consumables and supplies, maintenance of premises, administration and to support capital projects.

5.5 CASH RECEIPTS

All monies received by the University must be recorded at source at designated collection points and forwarded promptly, together with the appropriate paperwork, to the University cashier in line with the University's detailed banking procedures. Custody of all cash holdings must comply with the requirements of the University's insurers. The University utilises the services of in-house caretakers and outsource cash collection vendor (currently G4S) to transfer monies from the collection points via processing centres (which includes the central Finance and Performance directorate) to the bank.

Income may only be received directly by a Faculty or Professional Service if agreed with the [Financial Operations Manager/cashier](#).

All sums received must be paid in and accounted for in full, and must not be used to meet miscellaneous departmental expenses. Personal or other cheques must not be cashed out of money received on behalf of the University.

Students wishing to pay tuition or accommodation fees should be referred to the appropriate collection point as set out in the detailed procedures.

In no circumstances should monies be personally received by University staff.

5.6 THE COLLECTION OF DEBTS

The Finance Director should ensure that:

- debtors' invoices are raised promptly on official University stationery by University authorised signatories in respect of all income due to the University;
- invoices are prepared with care, recorded in the ledger, show the correct amount due and are credited to the appropriate income account;
- any credits granted are valid, authorised and completely recorded;
- VAT is correctly charged where appropriate, and accounted for;
- monies received are posted to the correct debtor's account;
- swift and effective action is taken to collect overdue debts in accordance with the University's credit management procedures; and
- outstanding debts are monitored and reports are prepared for managers.

The authority levels for transferring debts to solicitors and the eventual write-off of debts are set out in the [Financial Authority Limits](#).

Further information is included within the University's [Credit Control & Debt Management Policy](#).

5.7 STUDENT FEES

The Finance Director is responsible for ensuring that all student fees due to the University are received. The University reviews and revises, as appropriate, its fees regulations on an annual basis through the Fees Group. Terms of reference for the Fees Group are available on request from the Secretary of the Fees Group. The Fees Policy, which is the responsibility of the Fees Group, sets out the University's policy on student fees and the consequences of non-payment of student fees. The [Fees Policy](#) is available on the [BU website \(see Students/Help & advice/Important Information/Finance\)](#).

5.8 STUDENT LOANS (INCLUDING EMERGENCY/HARDSHIP LOANS)

Appropriate records will be maintained to support all transactions involving student loans.

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6. RESEARCH, CONSULTANCY AND EDUCATIONAL CONTRACTS

6.1 RESEARCH

Research can be defined as original investigation, undertaken to gain new knowledge and understanding, which may be directed towards a specific aim or objective. It can use existing knowledge in experimental development to produce new or substantially improved materials, devices, products and processes including design and construction. It excludes routine testing and analysis of materials, components and processes.

The term 'research grant' is restricted to research projects funded by UK Research & Innovation, UK research councils and charities.

All other externally financed research projects, for example those funded by the European Union and commercial organisations, are classified as 'research contracts'.

The current research policy of the University indicates the basis upon which any Faculty will benefit from involvement in such activities. The basic processes by which such activities are established are as follows:

- i. Completion of Intention to Bid form describing project. Full details of costs are provided by Research Development and Support Funding Development Team and the income envisaged.

- ii. Contractual issues will be raised with the University's Legal Services team, and dealt with in accordance with the [Contract Signing Policy and Procedures](#).
- iii. Proposals are approved through the electronic Activity Proposal Form by the following individuals:
 - a) For projects where the full economic cost is up to £50,000, the Executive Dean or Director of Professional Service or their other designated authority;
 - b) For projects where the full economic cost is more than £50,000 and is up to £500,000, the Executive Dean or Director of Professional Service;
 - c) For projects where the full economic cost is more than £500,000, the Executive Dean or Director of Professional Service, along with two members of UET. Board approval is only required at bid-stage if the CAF requires it because a commitment is being entered into at bid-stage which requires approval in accordance with the [Financial Authority Limits](#).
- iv. Approval to proceed is indicated by electronic return of the Activity Proposal form.

Until the proper approval is in place, no action can be taken to make any form of commitment to outside agencies or to incur expenditure. Authority to sign contracts binding the University or any of its subsidiary companies to any financial transaction or potential financial commitment, including income generating contracts, is as set out in the [Financial Authority Limits](#) and the [Contract Signing Policy and Procedures](#).

The department for Research Development and Support shall maintain complete, accurate paper and electronic records for all individual projects to a standard that is appropriate for external auditing (this may vary between funding bodies). It is the responsibility of the Research Development and Support Project Delivery Team to initiate the paperwork to claim reimbursement from the funding sponsoring bodies in accordance with the award terms and conditions. Each grant or contract will have a named Principal Investigator, supervisor or grant holder and will be assigned to a specific project code.

In partnership with the Faculty/Professional Services and PRIME, the Research Development and Support Project Delivery Team will authorise, process and monitor project expenditure in line with these Financial Regulations.

Further guidance and procedures in this area are available on the [Staff Intranet](#).

6.2 MATCHED FUNDING

Approval shall be dependent upon the relevant Executive Dean being able to demonstrate that eligible matching funds are available and that the project is financially viable by the application of the University's costing and pricing policy.

If the University sub-contracts such work to external providers, the relevant Executive Dean shall ensure that:

- this is on the basis of a written contract which allows for full audit access to detailed records;
- appropriate monitoring procedures are in place to ensure that the outputs are achieved and the provision is of suitable quality; and
- payments are only made against detailed invoices.

6.3 GRANT AND CONTRACT CONDITIONS

Many grant-awarding bodies and contracting organisations stipulate conditions under which their funding is given. In addition, there are often procedures to be followed regarding the submission of interim or final reports or the provision of other relevant information. Failure to respond to these conditions often means that the University will suffer a significant financial penalty. It is the responsibility of the Principal Investigator, named supervisor or grant holder to ensure that conditions of funding are met.

Any loss to the University resulting from a failure to meet conditions of funding is the responsibility of the budget holder, and will be charged against departmental funds.

6.4 EDUCATION CONTRACTS AND SERVICES RENDERED

In this context, an education contract is any course that does not form part of the award bearing teaching load of the department.

Consultancy work represents the provision of expert advice and work which, while it may involve a degree of analysis, measurement or testing, is crucially dependent on a high degree of intellectual input from the University to the client (commercial or non-commercial). Such work is usually paid for at a market rate, and may deliver stronger IP rights to the client than would apply in a collaborative research relationship. Unlike research work, consultancy work does not have as its prime purpose the generation of new knowledge. Consultancy work for an external organisation might involve the provision of advice, problem-solving or teaching.

The basic processes by which such activities are established are as follows:

- i. Completion of Intention to Bid Form. Full details of costs are provided by the department for Research Development and Support and the income envisaged.
- ii. The majority of Short Courses and consultancy will be CAF exempt where they are offered to individual applicants on pre-approved standard University terms. However, if there are contractual issues, then these must be raised with the University's Legal Services team, and dealt with in accordance with the [Contract Signing Policy and Procedures](#).
- iii. Short Courses and consultancy are approved via Early Bid stage through the electronic Activity Proposal Form by the following individuals:
 - a. For courses and consultancy where the full economic cost is up to £50,000, the Executive Dean or Director of Professional Service or their other designated authority;
 - b. For courses and consultancy where the full economic cost is more than £50,000 and is up to £500,000, the Executive Dean or Director of Professional Service;
 - c. For courses where the full economic cost is more than £500,000, the Executive Dean or Director of Professional Service along with two members of UET.
- iv. Short Courses and consultancy are approved via Final approval stage through the electronic Activity Proposal Form when the full economic cost is more than £500,000 and a CAF is required. This is approved by the Executive Dean or Director of Professional Service along with two members of UET, along with a member of the University Board authorised under the [Financial Authority Limits](#).

Until the proper approval is in place, no action can be taken to make any form of commitment to outside agencies or to incur expenditure. Authority to sign contracts binding the University to any financial transaction or potential financial commitment, including income generating contracts, is as set out in the [Financial Authority Limits](#) and the [Contract Signing Policy and Procedures](#).

The course or consultancy organiser will be responsible to the Executive Dean for the actual budget setting, planning and day-to-day management of the course or consultancy.

Provision must be made for charging both direct and indirect costs in accordance with the University's policies and procedures. All courses and consultancy must be self-financing or surplus generating unless it is intended that a new course/ consultancy is to be launched as a loss leader. If that is the case, the reason for it must be specified and agreed by the Executive Dean.

The term 'services rendered' includes testing and analysis of materials, components, processes and other laboratory services or the use of existing facilities in order to gain additional information. The costing and pricing of such services must be in accordance with the University's costing and pricing procedures. Any deficits on education contracts or services rendered accounts will be a charge on departmental funds.

6.5 INTELLECTUAL PROPERTY RIGHTS

Certain activities undertaken within the University, including research and consultancy, may give rise to material, including designs or inventions, which may be capable of protection. These are collectively known as Intellectual Property and shall be dealt with in accordance with the University's Intellectual Property Policy and Procedures document, which is available on the Staff Intranet.

Ownership of Intellectual Property is set out in the Policy and Procedures and, under normal circumstances, all external work will be accounted for through the University or its related companies. In certain circumstances upon the commercial exploitation of Intellectual Property, revenue sharing is offered in the form of distribution of surplus income after the costs of exploitation have been met. The sliding scale for revenue sharing is described in appendix 1 of the University's Intellectual Property Policy and Procedures document. If there is more than one originator, they will share the relevant proportion of the surplus income.

The percentage of the revenue share must be agreed between the originators. The originators must enter into written agreements to set out the agreed share. BU will hold the surplus income until such an agreement is in place. Unclaimed shares of revenue will be held in a deposit account until claimed. Shares of revenue unclaimed for five calendar years from the date of deposit will be forfeited and revert to the University. In the case of the death of an originator who is entitled to a share of licensing income under BU's revenue sharing arrangement, that share will be payable to the estate of the deceased

Certain activities undertaken within the University, including research and consultancy, may give rise to material, including designs or inventions, which may be capable of protection. These are collectively known as Intellectual Property and shall be dealt with in accordance with the University's Intellectual Property Policy, Intellectual Property Management Procedures, and Patents & Inventions Policy as set out in the Staff Handbook and on the Staff Intranet.

Commented [RE1]: Not available yet; would be helpful to know when the updated financial regs are published so it can be ensured this will happen on time.

Ownership of Intellectual Property is set out in the Policy and Procedures and, under normal circumstances, all external work will be accounted for through the University or its related companies.

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7. EXPENDITURE

7.1 PROCUREMENT MANUAL

All purchasing by the University is governed by the University's Procurement Manual (see [Procurement Manual](#)). Staff must comply with the Procurement Manual.

The Procurement team is available to advise and assist staff with any purchasing requirements.

7.2 CONTRACTS

Authority to authorise financial transactions and to sign contracts binding the University relating to any financial transaction or potential financial commitment, including contracts relating to the procurement of goods and services, is as set out in the [Financial Authority Limits](#) and the [Contract Signing Policy and Procedures](#).

Budget holders are only authorised to operate within the budgets allocated for the current financial period and thus cannot make commitments which go beyond the current period. Where Executive Deans, Directors or Heads of Professional Services are satisfied that the interest of the University is best served by entering into a longer-term contract they should establish the potential cost of the service required (from several suppliers if possible) and forward the results to the Head of Procurement with their recommendations.

All contracts for the purchase of goods and services will attempt to ensure best value for money for the University, and be in accordance with the [Procurement Manual](#).

7.3 ESTATES CONTRACTS

The University's Estates Strategy is the responsibility of the University Board and contracts made pursuant to the Estates Development Framework (EDF) are the responsibility of the Chief Operating Officer (in conjunction with the Director of Estates and the Head of Procurement where such contracts fall within the [Procurement Manual](#)).

Major proposals will normally be initiated by the Director of Estates in respect of planned replacements, general improvement schemes, space planning or in response to requests from departments. Major proposals will go through the approval process as determined by UET, in line with the [Financial Authority Limits](#).

Major project spend should be overlaid in the budget cycle as early as possible to ensure appropriate planning and time for financing requirements is in place.

Authority to authorise financial transactions and to sign contracts binding the University relating to any financial transaction or potential financial commitment, including contracts made pursuant to the Estates Development Framework, is as set out in the [Financial Authority Limits](#) and the [Contract Signing Policy and Procedures](#).

7.4 AUTHORISATION OF APPROVED LEASE AGREEMENTS AND CONTRACTS

Where Board level approval has already been received for a lease agreement or contract, subject to the invoice value matching the level defined in the lease/contract, further Board level approval will not be required for payments above £500,000.

7.5 PAYMENT OF INVOICES

The procedures for making all payments shall be in a form specified by the Finance Director.

The Finance Director is responsible for deciding the most appropriate method of payment for categories of invoice. Payments to UK suppliers will be made by BACS wherever possible.

Suppliers should be instructed by the budget holder to submit invoices for goods or services to the Finance and Performance department.

Executive Deans, Directors and Heads of Professional Services are responsible for ensuring that expenditure within their department does not exceed funds available.

Payments will only be made by the Finance Director against invoices that have been matched to a receipted order. Receipting of an order will ensure that:

- the goods have been received, examined and approved with regard to quality and quantity, or that services rendered or work done is satisfactory;

- it is matched to the order;
- invoice details (quantity, price, discount) are correct;
- the invoice is arithmetically correct;
- the invoice has not previously been passed for payment;
- where appropriate, an entry has been made on a store's record or departmental inventory; and
- appropriate cost centre and project code are quoted. This must be one of the cost centre codes included in the budget holder's area of responsibility and must correspond with the types of goods or service described on the invoice.

The University will endeavour to take any settlement discounts offered by a supplier, providing the discounts offer value for money.

7.6 PAYMENT TIMESCALES

The University is committed to paying suppliers in accordance with the terms and conditions of payment agreed between the University and the supplier. [The University will endeavor to pay suppliers in accordance with the public sector regulations on payment terms.](#)

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8. PAY EXPENDITURE

8.1 REMUNERATION POLICY

All University staff will be appointed to the salary scales approved by the Finance and Resources Committee of the University Board and in accordance with appropriate terms and conditions of service. All letters of appointment must be issued in a form approved by the member of UET with responsibility for HR (Chief Operating Officer).

The Remuneration Committee determines the pay and conditions of the holders of senior posts.

Pay and conditions of service of all other staff are determined by the member of UET with responsibility for HR (Chief Operating Officer) (delegated to this post holder by the Vice-Chancellor) within a framework set by the Finance and Resources Committee.

8.2 APPOINTMENT OF STAFF

Posts can only be advertised and consequent appointments made (including hourly paid, fixed term appointments and engagement of workers through employment agencies) if they are within the agreed establishment and associated work force plan (in accordance with the [Workforce Planning and Recruitment Controls](#)), and also agreed in advance with Human Resources and Finance and Performance. Variations on the agreed establishment schedule can only be made with the approval of the member of UET with responsibility for Human Resources (Chief Operating Officer) and the Finance Director.

All contracts of employment shall be issued in accordance with the University's approved HR practices and procedures.

All offers of employment with the University will be made in writing by an authorised signatory in the Human Resources department; this will include hourly paid staff. Budget holders shall ensure that the Finance Director and the member of UET with responsibility for Human Resources (Chief Operating Officer) are provided promptly with all the information they may require in connection with the appointment, resignation or other termination of employment of employees.

8.3 SALARIES AND WAGES

The Finance Director is responsible for all payments of salaries and wages to all staff including payments for overtime or services rendered. All time sheets and other pay documents, including those relating to fees payable to external examiners, visiting lecturers or researchers, will be in a form prescribed or approved by the [Payroll Manager University Executive Team](#).

The member of UET with responsibility for Human Resources (Chief Operating Officer) will be responsible for all matters relating to staff.

In particular these include:

- appointments, resignations, dismissals, variations to terms and conditions, suspensions, secondments and transfers;
- absences from work due to sickness or other reasons, apart from approved leave;
- changes in remuneration.

The Finance Director is responsible for information necessary to maintain records of service for superannuation, income tax and national insurance.

The Finance Director is responsible for payments to non-employees and for informing the appropriate authorities of such payments. Payments to non-employees require a contract and CAF to be in place in accordance with the [Contract Signing Policy](#)

[and Procedures](#). All casual and part-time employees will normally be included on the payroll unless HMRC confirms that alternative payment arrangements are permitted in individual cases. Workers working through personal services companies or other intermediaries are subject to the Off-Payroll Workers Legislation. Payments to workers working through personal services companies or other intermediaries should be included on the payroll if the appropriate Off-Payroll Workers Legislation conditions are met.

Salaries are normally paid by bank transfer. The payroll office is part of the Finance ~~and Performance~~ department and acts in conjunction with the Human Resources department. Queries from staff regarding their own salaries should be initially addressed to the payroll office, but may be referred on to the Human Resources department. The payroll runs on a monthly cycle and the final date for input each month is normally the 15th (earlier in December) and earlier for part-time lecturers. Any changes made after that date will impact on the following month's payment. Where staff are part-time, working additional hours or external personnel recruited for specific specialist input, payment can only be made following receipt of a properly completed and certified claim form in addition to having all the necessary pre-employment checks in place. If a new member of staff starts too late for the current month's payroll, the payroll team can normally arrange for a manual advance.

All payments must be made in accordance with the University's detailed payroll procedures and comply with HMRC regulations. The University will not provide personal taxation advice, and it is the responsibility of the individual member of staff to manage their taxation affairs. Payments from the University payroll will deduct income tax and national insurance contributions at the appropriate rate, in accordance with the current rates of tax or contribution prevailing, and the personal tax allowance of the recipient member of staff.

It is the responsibility of the Finance Director to ensure claims for payments to be made to individuals without deductions are legitimate. Where work is being commissioned from external personnel recruited for one-off specialist sessions, staff must not agree to gross payments being made without first checking with the Finance ~~and Performance~~ department. Where such personnel are legitimately self-employed persons or recruited as representatives of a larger agency, their engagement can be dealt with through the medium of purchase orders and invoices, with an appropriate contract and CAF in place, but the Finance ~~and Performance~~ department must be satisfied that this is a bona-fide situation and not simply a mechanism to avoid the normal process. Where the Finance ~~and Performance~~ department cannot satisfy themselves that this is the case, it is necessary for the claimant to arrange for the University's tax inspector to issue the necessary authority.

8.4 PENSION SCHEMES

The University Board is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees.

The Finance Director is responsible for day-to-day pension matters including:

- payment of contributions to various authorised superannuation schemes;
- preparing the monthly or annual returns to various superannuation schemes
- the auto enrolment of specified members of the workforce into a pension scheme, a requirement of the Pension Act of 2008.

The member of UET with responsibility for Human Resources (Chief Operating Officer) is responsible for administering eligibility to pension arrangements and for ensuring appropriate amendments to payroll records are made when deductions begin or cease for staff.

8.5 TRAVEL, SUBSISTENCE AND OTHER ALLOWANCES

Each Faculty and Professional Service has its own separate budget to cover staff travel and subsistence costs deemed necessary for its operation. Thus all staff must obtain the approval of their Executive Dean, Director, Head or other authorised person for incurring costs of this nature. Repayment of costs incurred is made in accordance with the current Expense Rates in the University [Staff and Visitors Expenses Policy](#). If for any reason costs cannot be contained within those rates, then approval should be obtained from the Executive Dean, Director or Head in advance. Repayment is made by the Finance ~~department and Performance directorate~~ on receipt of a University staff expense claim form properly completed and certified in accordance with the instructions on the form. Claim forms should normally be submitted monthly. Payment is made by BACS with a BACS remittance distributed within two weeks of the claim's submission. Claims which are under £30 and do not include mileage reimbursement may alternatively be paid in cash via the petty cash process.

In the case of the University Executive Team, the Vice-Chancellor must certify claims and in the case of the Vice-Chancellor, the Chair of the University Board must approve claims. The certification by the appropriate signatory shall be taken to mean that any journeys were authorised, the expenses properly and necessarily incurred, that the allowances are properly payable by the University and, in all cases, supported by valid receipts and that consideration has been given to value for money in choosing the mode of transport.

Reimbursement of members of staff for professional subscriptions, membership fees and other personal expenses is not permitted unless these are necessary for the performance of the staff member's role.

All arrangements for overseas travel must be in accordance with the University's [Business Travel Policy](#). Any approvals required must be obtained in advance of committing the University to those arrangements or confirmation of any travel bookings.

Where spouses, partners or other persons unconnected with the University intend to participate in a trip, this must be clearly identified in advance. Agreement to the reimbursement of the expected costs should be obtained in advance of travel.

8.6 ALLOWANCES FOR MEMBERS OF THE UNIVERSITY BOARD

The *Guide for Members of HE Governing Bodies in the UK* prepared by the Committee of University Chairmen, notes that in the HE sector, current normal practice is to pay to members of governing bodies only incidental travelling and subsistence expenses. At the University, Board members may claim such reasonable expenses, but no members of the Board receive any payment for the work they do as Board members. All claims require the authorisation of the Clerk to the University Board before payment.

8.7 SEVERANCE AND OTHER NON-RECURRING PAYMENTS

Severance payments shall only be made in accordance with the relevant legislation. All such payments, other than those for holders of senior posts, shall be authorised by the Chief Operating Officer and calculations checked by the Associate Director of Human Resources. Any payments to holders of senior posts require the approval of the Remuneration Committee. Amounts paid should be declared as required in the financial statements.

All matters referred to an Employment Tribunal shall be notified initially to the member of UET with responsibility for Human Resources (Chief Operating Officer) and then to the Finance and Resources Committee at the earliest opportunity in order that budget provision may be made as necessary. All determinations of tribunals must be similarly notified.

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9. ASSETS

9.1 LAND, BUILDINGS, FIXED PLANT AND MACHINERY

The purchase, lease or rent of land or buildings or fixed plant can only be undertaken with authority from the University Board and with reference to the OFS requirements where exchequer funded assets or exchequer funds are involved.

The Finance Director is responsible for maintaining the University's register of land, buildings, fixed plant, machinery and equipment. Executive Deans, Directors and Heads of Professional Services will provide the Finance Director with any information he or she may need to maintain the register. These assets are capitalised on the balance sheet and depreciated in line with the University's approved accounting policies.

Where a third party or University subsidiary company is allowed to occupy part of the University's estate, a formal lease or licence should be entered into in accordance with the [Contract Signing Policy and Procedures](#).

9.2 FIXED ASSET REGISTER AND INVENTORY

The Finance and Performance directorate maintains a Fixed Asset Register of all capitalised equipment (see [Financial Authority Limits](#)).

In addition all computer equipment will be kept on an inventory maintained by the Director of IT Services.

Executive Deans, Directors and Heads of Professional Services will be responsible for maintaining an inventory of non-IT equipment with a value above the inventory threshold but below the capitalisation threshold (see [Financial Authority Limits](#)).

9.3 STOCKS AND STORES

Executive Deans, Directors and Heads of Professional Services are responsible for establishing adequate arrangements for the custody and control of stocks and stores within their departments. The systems used for stores accounting in departments must have the approval of the Finance Director.

Executive Deans, Directors and Heads of Professional Services are responsible for ensuring that regular inspections of stock checks are carried out. Stocks and stores of a hazardous nature should be subject to appropriate security checks.

Executive Deans, Directors and Heads of Professional Services whose stocks require valuation at the balance sheet date must ensure that their stock-taking procedures and instructions to staff have the approval of the Finance Director.

9.4 SAFEGUARDING ASSETS

Executive Deans, Directors and Heads of Professional Services are responsible for the care, custody and security of the buildings, stock, stores, furniture, cash, etc. under their control. They will consult the Finance Director in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

In addition, IT Services has produced a specific IT Asset & Configuration Management Policy and Procedures relating to all IT equipment and software, which is available on the [Staff Intranet](#) (see [IT Asset & Configuration Management Policy & Procedures](#)).

Assets owned by the University shall, so far as is practical, be effectively marked to identify them as University property.

9.5 ASSET DISPOSAL

Disposals of equipment, furniture and other assets must be in accordance with the University's disposal procedures (including where applicable the [IT Asset & Configuration Management Policy & Procedures](#)).

Disposal of land and buildings must only take place with the authorisation of the University Board. OFS consent may also be required if exchequer funds were involved in the acquisition of the asset.

9.6 TREASURY MANAGEMENT

The Finance and Resources Committee is responsible for approving a Treasury Management Policy statement setting out a strategy and policies for cash management, long-term investments and borrowings. This will require compliance with OFS rules regarding approval for any secured or unsecured loans that go beyond the general consent levels set out in the OFS [Terms & Conditions of Funding for Higher Education Institutions](#). The Finance and Resources Committee has a responsibility to ensure implementation, monitoring and review of such policies.

All executive decisions concerning borrowing, investment or financing (within policy parameters) shall be delegated to the Finance Director and an appropriate reporting system set up. All borrowing shall be undertaken in the name of the University and shall conform to any relevant OFS requirements. The Finance Director and his or her staff are required to act in accordance with the [Chartered Institute of Public Finance and Accountancy's Codes of Practice](#).

The Finance Director will report to the Finance and Resources Committee at each meeting on the activities of the treasury management operation and on the exercise of treasury management powers delegated to him or her.

Further detail is set out in the University's [Treasury Management Policy](#).

[The Finance and Resources Committee is responsible for approving the Reserves Policy. The Reserves Policy presents information in support of the requirement for the University to maintain adequate financial reserves. The Reserves Policy and procedures sit under the Treasury Management Policy.](#)

9.7 PETTY CASH

From time to time it may be necessary or reasonable for a member of staff to personally fund the cost of a small supply of goods or services (see [Financial Authority Limits](#)) and be reimbursed by the University. This is only acceptable for one-off situations. Regular or frequent small value supplies should be dealt with using the University's supplier arrangements or Corporate Barclaycard. Any member of staff proposing to incur costs personally should first obtain the approval of his or her Executive Dean, Director or Head of Service. To obtain reimbursement, he or she must produce a petty cash voucher signed and coded in accordance with normal ordering procedures, plus evidence of the cost incurred.

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10. OTHER MATTERS

10.1 COMPANIES

In certain circumstances, it may be advantageous to the University to establish or invest in a company.

Any member of staff considering the use of a company must follow the University's Policy and Procedures on Related Companies. The Policy is available on the [Staff Intranet](#) (see [Related Companies Policies and Procedures](#)).

10.2 INSURANCE

The Finance Director is responsible for the University's insurance arrangements, including the provision of advice on the types of cover available. As part of the overall risk management arrangements, all risks will have been considered and those most effectively dealt with by insurance cover will have been identified. This is likely to include important potential liabilities and provide sufficient cover to meet any potential risk to all assets. This portfolio of insurances will be considered and approved by the Finance and Resources Committee on an annual basis.

The Finance Director is responsible for effecting insurance cover as determined by the Finance and Resources Committee. He or she is, therefore, responsible for obtaining quotes, negotiating claims and maintaining the necessary records. The Insurance Officer will keep a register of all insurances affected by the University and the property and risks covered. He or she will also deal with the University's insurers and advisers about specific insurance problems.

Executive Deans, Directors and Heads of Professional Services must ensure that any agreements negotiated within their departments with external bodies cover any legal liabilities to which the University may be exposed. The Finance Director's advice should be sought to ensure that this is the case. Executive Deans, Directors and Heads of Professional Services must give

prompt notification to the Finance Director of any potential new risks and additional property and equipment which may require insurance and any alterations affecting existing risks.

Executive Deans, Directors and Heads of Professional Services must advise the Finance Director, immediately, of any event that may give rise to an insurance claim. The Finance Director will notify the University's insurers and, if appropriate, prepare a claim in conjunction with the Executive Deans, Directors and Heads of Professional Services for submission to the insurers.

The Director of Estates is responsible for keeping suitable records of plant which is subject to inspection by an insurance company and for ensuring that inspection is carried out in the periods prescribed.

The buildings, other premises, equipment, furniture, fixtures and fittings and all other property of the University are insured against all risks. In most cases there is an excess payable by the University in the event of a claim being made. Where a claim relates to equipment 'belonging' to a particular Faculty or Professional Service the appropriate excess will normally be charged to the funds of that Faculty or Professional Service. Currently, there is an excess of (see [Financial Authority Limits](#)) on each claim under the Property and Contents policy. It is a responsibility of all staff to ensure that University property is kept secure and under proper conditions. Property on loan to, or hired to, the University is covered automatically provided that the Finance and Performance department is advised of the situation in advance.

Unless special arrangement has been made in advance by Finance and Performance, equipment belonging to staff who have brought it in to their workplace is not insured by the University.

University equipment may be taken off the premises by staff or students under approved circumstances and will remain covered. Each Faculty is required to maintain, for basic security purposes, records of equipment held and registers indicating what equipment has been taken off site and by whom. Providing these procedures are adhered to, no problems should arise.

Exceptional circumstances, for example equipment taken abroad, should be reported to the Finance and Performance department in advance. Equipment sent off site for repair is covered to the extent that costs involved cannot be met by either the carrier or the repairer, or their respective insurers. As a general rule, if any member of staff has any concern whatsoever concerning the insurance aspects of a proposed action or situation, he or she should contact the Insurance Officer in the Finance and Performance department to discuss the position in time to make special arrangements if necessary.

All staff using their own vehicles on behalf of the University shall maintain appropriate insurance cover for business use.

10.3 SECURITY

Keys to safes or other similar containers are to be stored appropriately at all times. The loss of such keys must be reported to the Finance Director immediately.

Legal Services is responsible for the safekeeping of contracts and other legal documents, including share certificates and leases, relating to the University. All such documents must, therefore, be forwarded to Legal Services. Legal Services is responsible for holding all such documents in an appropriately secure, fireproof location, with copies held at a separate location.

10.4 FUNDS HELD ON TRUST

10.4.1 Gifts, Benefactions and donations

The Finance Director is responsible for maintaining financial records in respect of gifts, benefactions and donations made to the University and initiating claims for recovery of tax where appropriate.

10.4.2 Student welfare and access funds

The Finance Director will prescribe the format for recording the use of student welfare funds.

Records of access funds will be maintained according to OFS requirements.

10.4.3 Trust funds

The Finance Director is responsible for maintaining a record of the requirements for each trust fund and for advising the Board Development Funding Committee on the control and investment of fund balances.

The Director of Finance Director Development Funding Committee is responsible for ensuring that all the University's trust funds are operated within any relevant legislation and the specific requirements for each trust. The Finance Director will also be responsible for investment of fund balances within the policies agreed by the Finance and Resources Committee at 9.6.

10.4.4 Voluntary funds

The Finance Director shall be informed of any fund that is not an official fund of the University which is controlled wholly or in part by a member of staff in relation to their function in the University.

The accounts of any such fund shall be audited by an independent external person and shall be submitted with a certificate of audit to the appropriate body. The Finance Director shall be entitled to verify that this has been done.

10.5 STUDENTS' UNION

The Students' Union (the "Union") is a separate legal entity from the University but is recognised to fulfil a valuable role in relation to the University's students.

Subject to any constraints imposed by the OFS, the University Board shall determine the level of grant to be paid annually to the Union. The University Board requires the Union to provide, for information, details of its proposed budget to assist in determining the appropriate level of grant.

The Union is responsible for maintaining its own bank account and financial records and preparing its own annual financial statements.

The University Board will approve the Union's budgets and monitor its expenditure. Annual scrutiny of the Union's budgets and audited financial reports shall be delegated to the Finance and Resources Committee and the Audit, Risk and Governance Committee respectively.

10.6 USE OF THE UNIVERSITY'S SEAL

Use of the university's seal shall be in accordance with the relevant provisions of the University's Instrument of Government. Members of staff may contact Legal Services for advice on use of the seal.

The Clerk to the University Board is responsible for submitting a report to each meeting of the University Board detailing the use of the University's seal since the last meeting.

10.7 PROVISION OF INDEMNITIES

Any member of staff who receives a request for the University to give an indemnity, for whatever purpose, must follow the [Contract Signing Policy and Procedures](#).

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APPENDIX 1 – USEFUL LINKS

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Intellectual Property Management Procedures (Jan 2006)	6-5
IT Asset & Configuration Management Policy & Procedures (Oct 2017)	9.4, 9.5
OFS Terms & Conditions of Funding for Higher Education Institutions (June 2018)OFS Terms & Conditions of Funding for Higher Education Institutions	1, 2, 3.1, 3.2, 4.8, 4.8.2, 4.8.4, 9.6
Partnership Approval Policy and Procedure (Aug 2018)	4.5
Patents & Inventions Policy (Sep 2013)	6-5
Procurement Manual (Apr 2017)	3.4.3, 4.4, 7.1, 7.2, 7.3
Related Companies Policy & Procedures (July 2016)	4.5, 10.1
Reserves Policy	9.6
Staff Disciplinary Procedure (May 2016)	2
Staff and Visitors Expenses Policy (Dec 2018)	8.5
Staff Handbook	6.5
Staff Intranet	3.7, 3.8, 3.9, 4.5, 4.8.3, 6.1, 6.5, 9.4, 10.1
Treasury Management Policy (Jun 2018)Treasury Management Policy	9.6
"Whistleblowing" (Disclosure in the Public Interest) Policy & Procedures (Nov 2017)	3.6, 4.8.3
Workforce Planning and Recruitment Controls (Jan 2019)	8.2

UNIVERSITY BOARD

Finance & Resources Committee

Meeting Date	19 June 2020
Paper Title	Schedule of Insurance Cover
Paper Number	TBA
Paper Author/Contact	David Reeve, Interim Finance Director Drusilla Joyce, Insurance & Financial Accounting Officer
Decision Required	Portfolio of insurances to be considered and approved.
Confidentiality	Commercially sensitive

EXECUTIVE SUMMARY

1 BACKGROUND AND CONTEXT

- 1.1 The Financial Regulations (Section 10.2) states that the portfolio of insurances will be considered and approved by the Finance and Resources Committee on an annual basis.
- 1.2 The insurance cover for 2019/20 was approved at the January 2020 Finance and Resources Committee. This paper is to consider and approve the proposed cover for 2020/21.
- 1.3 The primary insurance cover is provided by UMAL which is a mutual insurance organisation, and of which the University has been a member since 1999. The majority of the University's insurance cover is provided by UMAL with the exception of the following:
- Motor vehicle cover, provided by Equity Red Star (arranged through UMAL)
 - Hirer's cover, provided by QBE (arranged through UMAL)
 - Cyber Security Breaches, provided by Beazley (arranged through UMAL)

The Employment Practices cover which was held with Axa was not renewed and Human Resources are currently in discussions with Shakespeare Martineau, with the possibility of the cover being provided by them.

- 1.4 UMAL introduced a new Members Loyalty Bonus scheme from renewal on 1st August 2019. This provides a discount of 10% per year for three years and fixed rates for three years, in return for signing up to UMAL for three years. This is not a 'fixed price' deal as the contributions will vary based on the University's exposures, principally Property values, Turnover and Wage Roll. The University took advantage of this new initiative which it can choose to leave at any time subject to repaying any bonus received. This discount is in addition to the annual Member's rebate.
- 1.5 The insurance premium through UMAL for the financial year 2019/20 was £322,022. This is expected to rise for 2020/21 due to the addition of the new Bournemouth Gateway Building. Although it is the intention to vacate and sell both Bournemouth House and Royal London House when the facilities move into the new building, this will not take place straightaway and will, therefore, need to remain on the University's buildings portfolio.
- 1.6 The University's Insurance Officer attends meetings of the Southern Universities Purchasing Consortium's (SUPC) Insurance Group, along with conferences held by the same Group and also by UMAL. These platforms are used to share intelligence and discuss relevant and current matters which may have an impact on risk.
- 1.7 An annual benchmarking exercise is undertaken by the SUPC group in which participating universities indicate, anonymously, the levels of insurance they hold. This exercise helps to compare and assess the sufficiency of the cover held by Bournemouth University.

The University's buildings are currently valued by RICS regulated insurance surveyors every six years, the next valuation will take place in 2021. In the intervening years the valuers provide the Insurance Officer with the recommended percentage with which to increase the values. Given the recent addition of new buildings it is the intention to request a valuation of the University's contents at the same time as the renewed buildings valuation.

2 KEY RISKS AND ISSUES

- 2.1 To ensure the University has sufficient insurance covers in place to meet any potential risks.

3 PRIOR SCRUTINY AND RECOMMENDATIONS OF OTHER COMMITTEES

3.1 UET – 3rd June 2020

4 DECISION REQUIRED

- 4.1 Approval of the portfolio of insurances

5 APPENDICES

- 5.1 Portfolio of Insurance Covers

5.1 Portfolio of Insurance Covers

Covers	2019/20 Limit	2020/201 Limit	Difference	Deductible/ Excess	Comments
Property + Contents					
			Buildings inflated by 2% as per BCIS cost index. Bournemouth Gateway Building added to portfolio. General contents value has not been increased due to reduction in furniture costs. Computer equipment and library books figures obtained separately		Buildings £322,722,023 plus Contents £66,554,234 - allows for increase up to 25% during year
Defined Perils (Fire, Flood, Accident etc)	£400,000,000	£400,000,000		£2,750	
Subsistence	£10,000,000	£10,000,000		£2,750	
Other Damage (not Defined Peril)	£10,000,000	£10,000,000		£2,750	
Computer Breakdown	£100,000	£100,000		£55	
Terrorism - Property	£225,000,000	£225,000,000		Various	
Full Theft (Contents)	£60,948,791	£66,554,234	See above re contents figures	£2,750	
Locks Replacement	£5,000	£5,000		£10	
Personal Effects	£1,000	£1,000		£10	
Property off-site worldwide	£250,000	£250,000		£2,750	(£60,000 any one item)
Money	Various	Various		£0	Main limits £37,500 in approved safe (increased to £50k during Sept/Oct), £3,500 elsewhere during "normal working hours".
Theft by employee	£500,000	£500,000		£0	
Contractors All-risks	£1,000,000	£1,000,000		£2,750	Max length of contract 12 months
Engineering	£2,000,000	£2,000,000		£10	
Hired in Plant	£500,000	£500,000		£2,750	
Deterioration of Stock	£5,000	£5,000		£2,750	
Computerguard	Various	Various		% of limit or	10% of loss whichever is greater
Business Interruption					
			Figure derived from business interruption tool provided by the insurers, incorporating information from TRAC and the HEI Estates Management returns. This shows how buildings interconnect with each other to arrive at gross annual income for each in terms of Teaching, Research and Other.		
Loss of Revenue	£45,998,476	£45,713,012		£0	48 Months max period
Additional Increased Cost of Working	£8,290,512	£8,290,512	Same as previous year	£0	48 Months max period
Research Expenditure	£250,000	£250,000		£0	36 Months max period
Book Debts	£250,000	£250,000		£0	
Computer Increased Cost of Working	£250,000	£250,000		£0	12 Months max period
Computerguard	£100,000	£100,000		72 hours	90 days after first 72 hours (various)
Advance Income	£1,000,000	£1,000,000		£0	36 Months max period
Gross Rentals	£200,000	£200,000		£0	36 Months max period
Liability					
Public and Products	£50,000,000	£50,000,000		£0 (personal injury)	Primary limit £5,000,000, Excess limit £45,000,000
Professional Indemnity	£10,000,000	£10,000,000		£1,100	Primary limit £5,000,000, Excess limit £5,000,000 - pollution cover limited to £1,000,000
Directors and Officers	£10,000,000	£10,000,000		£0	
Employers Liability	£50,000,000	£50,000,000		£0	Primary limit £10,000,000, Excess limit £40,000,000
Medical Malpractice	£10,000,000	£10,000,000		£1,000	
Clinical Trials	£30,000,000	£30,000,000		£0	
Environmental Statutory Duty	£5,000,000	£5,000,000		£0	Retroactive date 1st August 2010 or the commencement date of membership of Association whichever is later
Asbestos	£5,000,000	£5,000,000		£5,000	Retroactive date 1st August 2006 or the commencement date of membership of Association whichever is later
Terrorism - Public Liability	£20,000,000	£20,000,000		£0	
Terrorism - Employer Liability	£20,000,000	£20,000,000		£0	
Pecuniary Loss	£250,000	£250,000		£0	Refer EL
Hirers' Liability	£2,000,000	£2,000,000		£100	Additional with QBE through UMAL
Employment Practices Liability	£250,000	£250,000		£2,500	Additional with AXA through Lucas Fettes & Partners
Cyber	£5,000,000	£5,000,000		Various	Additional with Beazley through UMAL
Motor Equity Redstar (through UMAL)	n/a	n/a		500 (if over 21)	Any authorised driver with appropriate licence, any vehicle in BU's custody
Staff and Student Travel outside UK					
Travel and personal accident	various	various		various	
Travel Legal Expenses	£25,000	£25,000			Cover provided by Market Legal Expenses Insurance
Notes:					
1. The Primary Limit is the limit which is covered directly by UMAL					
2. The Excess Limit relates to additional covers purchased by UMAL from a third party to provide a higher overall limit of cover					

BOURNEMOUTH UNIVERSITY

UNIVERSITY BOARD

AUDIT, RISK & GOVERNANCE COMMITTEE

Friday 3rd July 2020, 8.30am to approximately 11.30am via MS Teams Video Conference

The attention of Board Members is drawn to paragraph 2.2 of Part II of the CUC “Higher Education Code of Governance (Revised 2018)” and the University’s own Conflict of Interests Policy and Procedures concerning the declaration of personal interests in any matter under consideration by the Board or its Committees.

The meeting will be followed by an ARG Induction Session for new members 11.30am to 1.30pm (with a break).

AGENDA

- 1 **Welcome, Apologies and Declarations of Interests** (Chair)
 - 2 **Minutes of the Meeting held on 20 March 2020** (to approve) (Chair)
 - 2.1 Matters Arising and Actions Register (to note) (Chair).
 - 2.2 PREVENT – OfS’ risk assessment letter (to note) (COO) [Letter expected towards the end of May – can give verbal update if delayed]
 - 3 **Reports from the Internal Auditors:**
 - 3.1 Internal Audit Progress Report (to consider and note) (PWC) [Outstanding actions - Audit tracker to include deadlines for recommendations (both original deadlines and any revised deadlines) and completed actions to be removed after they have been reported to the Committee. Also – COO and DVC with PWC to review the outstanding KCG actions on the audit tracker, agree action to close them and report back to the Committee on the decisions taken.].
 - 3.2 Report on follow-up review of Cash-flow audit [due to take place in April/May and report to this meeting]
 - 3.3 Approval of Internal Audit Plan for 2020/2021 [PwC are planning to share an initial list with the Committee ahead of the meeting]
 - 4 **External Auditors’ Reports:**
 - 4.1 BDO HEI Bulletin - Going concern considerations for the audit, year ending 31 July 2020
 - 4.2 External Auditors’ Planning Report (for consideration) (BDO) [Include any issues of judgement likely to affect the year-end accounts]
 - 5 **SUBU Byelaws** (to recommend to the Board) [To include any updates to SUBU lease arrangements] Note also an outstanding action on SUBU Financial Statements from previous meeting – SUBU Chief Exec ‘Consider whether any narrative detail should be added to the Financial Statements regarding risks and impact of the Covid-19 crisis. Circulate amended Financial Statements to the Committee’.
- #### **Policy and Governance**
- 6 **CUC Code Compliance Report** (to consider and note) (Clerk to the Board) [Need to decide whether to base this on the existing Code or use the new draft which was out for consultation]
 - 7 **Compliance with OfS ongoing conditions of registration** (for recommendation to the Board) (DVC)
 - 8 **Draft Degree Outcomes Statement** (for recommendation to the Board) (DVC) [New QAA requirement – goes to Senate first on 10th June, Lianne Hutchings/Jules are leading]
 - 9 **Annual Review of the Financial Regulations** (for recommendation to the Board) (IDOF)

10 **Remuneration Committee Chair's Annual Report on Remuneration Processes** (to note) (Clerk to the Board) [purpose of report is to note any process changes since last report]

11 **Code of Ethical Fundraising & Donor's Charter and Sponsorship Policy & Procedures** (COO) [From actions register – agreed to review after 12 months of operation]

Risk, Data and Other Reports

12 **Review of Risk Register** (to consider and note) (DVC) [Should this also append the Financial Risk Dashboard going to FRC?]

13 **VfM Progress Report** [More detailed report for this meeting?]

14 **Validation of Data Returns** (to note) (DVC)

Formal Incident Reporting

15.1 Public Interest Disclosure (Whistleblowing) Issues (COO)

15.2 Anti-Bribery Policy Issues (IDoF and COO)

15.3 Conflict of Interest Policy Issues (COO)

15.4 Fraud Policy Issues (IDoF)

15.5 'Prevent' including OfS Prevent serious incident reports (COO)

15.6 Modern Slavery and Human Trafficking (COO)

15.7 Cyber-attacks (COO)

15.8 Other serious incidents including harm to beneficiaries and safeguarding issues and OfS Reportable Events (COO)

16 **Any Other Business** (Chair)

Reserved Business:

17 **Members' Private Consultation with Auditors** (without Executive present) (if required)

18 **Members' Private Consultation with Executive** (without auditors present) (if required)

19 **Notification of any Non-audit work by the Auditors and approval of fees** (if required) (IDOF)

20 **Members' Private Meeting** (if required)

21 **Date of next meeting**

Friday 23 October 2020, 8.30am, Committee Room.

Supplementary Appendices

The following supplementary appendices have been included in the separate supplementary appendices folder in Admin control

Item 2: CUC Code Compliance Report Mapping

**Clerk to the University Board
June 2020**