







UET meeting

08 September 2020, 10:00 to 12:00

MS Teams

Agenda

1.	Minutes and Matters Arising from the Previous Meetings held 25 August 2020	10 minutes Approval Chair
	 Minutes_UET meeting_250820.pdf (2 pages)	
2.	Standing item: Financial Update	50 minutes Discussion David Reeve, Sarah Hutchings
2.1.	Cash flow update <i>SH asked to join at 10.10am</i>	Information
3.	Standing item: OfS and Government Reporting <ul style="list-style-type: none"> • Reportable events update • Regulatory Reporting Tracker 	10 minutes Information Chair
	 OfS and returns tracker 4th Sept 2020.pdf (1 pages)	
4.	Future Meetings and Items: <ul style="list-style-type: none"> • ULT forward agendas 	5 minutes Review Chair
	 EULT agenda 16th September 20.pdf (2 pages)	
5.	EULT priorities update Draft paper for 16th September 2020 to review	10 minutes Discussion Jane Forster
	 ULT paper - plan for priorities 26th August 2020.pdf (7 pages)	
	 Updated implementation plan for dscussion CLEAN 24th August 2020.pdf (7 pages)	
6.	Standing item: Board and sub-committee preparation <ul style="list-style-type: none"> • Board agenda - 2 October 2020 <i>DW asked to join at 11.45am</i>	15 minutes Discussion Deborah Wakely
	 UB Agenda 2 October 2020 (2).pdf (1 pages)	

UET meeting

25 August 2020, 10:00 to 12:00

MS Teams

Attendees

UET members

John Vinney, Tim McIntyre-Bhatty, Jim Andrews, David Reeve

In attendance

Jane Forster, Samantha Leahy-Harland, Naomie Lebe, Toluwa Atilade and Ugo Andy-Eke (Present at: 2), Deborah Wakely (Present at: 3, 4), Christina Pizot (Minute taking)

Meeting minutes

1. Minutes and Matters Arising from the Previous Meetings held 18 August 2020


Approval
Chair

Minutes

The minutes from the previous meeting were approved with no further comments or redactions.

Matters arising

None noted.

 Minutes_UET meeting_180820.pdf

2. Introduction to the Students' Union 2020/2021 Sabbatical Officers

Discussion

MS Samantha Leahy-Harland and the SUBU officers (apologies from Chiko Bwalya) joined the meeting.

After introductions from UET, the SUBU officers introduced themselves and highlighted key points from their manifesto. JV noted that a catch up meeting was scheduled in the diaries for the 16 September to discuss further on any relevant themes.

Samantha Leahy-Harland,
Naomie Lebe, Toluwa Atilade,
Ugo Andy-Eke & Chiko
Bwalya

 Officer Manifesto Commitments Summary Final.pdf

Present: Samantha Leahy-Harland, Naomie Lebe, Toluwa Atilade and Ugo Andy-Eke

3. Financing arrangements

David Reeve, Deborah
Wakely

DW joined the meeting.

DR reviewed the two financing options which had been received and advised UET on the offer he suggested opting for. DW commented that this would be the legal team's opinion from a charity law point of view without the financial covenant analysis, just on the security side alone.

Both offers were reviewed and further discussion on some of the points would continue, following which a recommendation

paper would be produced for consideration by FRC and then the Board committee members.

Present: Deborah Wakely

4. Standing item: OfS and Government Reporting

Information

DW attended to discuss the reportable events at the start of this item.

Jane Forster, Deborah
Wakely

- Reportable events update

UET discussed the agenda items for the call with OfS which was taking place tomorrow, 26 August.

DW reviewed a couple of items which were still listed as open. DW would re-circulate these to UET for comments and feedback before closing these off.


- Regulatory Reporting Tracker


JFo noted that a meeting was scheduled with Ms Jacky Mack and Ms Julie Northam to discuss the emergency measures on the student protection consultation.

- Horizon Scan

JFo reviewed the latest update.

 Meeting agenda 26 Aug .pdf

 OfS and returns tracker.pdf

 Horizon scan 18thAugust 2020.pdf

5. Standing item: Financial Update

Discussion
David Reeve

5.1. Cash flow update

DR reviewed the cash flow forecast for this week. DR noted that income had been lower than forecast due to fewer fee deposits/early payments and also lower RKE income.

Further to review & discussion, DR would make the relevant changes to the forecast before this would be shared at the OfS meeting tomorrow.

UET reviewed the LEP bids in terms of cash flow consideration. JA declared a conflict of interest in relation to these bids.

Information

5.2. Management Accounts Update- July 2020

DR noted that the July update was currently a summary format, based on the year end, before we agreed on final figures.

Broadly, DR noted we were in line with the forecast but there were a couple of things to highlight:

- deferred VS applications have not been approved as yet
- significant increase in the liability of the pension scheme

JA also gave an update on Studland House and the various phasing and costing options for the building, which would impact the cashflow from 2020/21 into 2021/22, but would benefit this financial year.

 UET Summary Management Accounts DRAFT pre-audit July 2020.pdf

Information


6. Future Meetings and Items:

Review
Chair


ULT forward agendas

- EULT agenda for 2nd September 2020
- EULT agenda for 16th September 2020
- EULT agenda planner

There would be no UET meeting planned for 1st September - an informal catch up has been put in the diaries instead.

 EULT agenda 2nd September 2020.pdf

 EULT agenda 16th September 20.pdf

 EULT and ULT Meeting agendas.pdf

7. Service Excellence Conference Proposal - 18 September

Discussion
Jane Forster

JFo reviewed the proposal of a condensed online version of the recent '*Enabling Excellence Academic Conference*'. JV and TMB agreed to do the opening and introduction of the external speaker.

JFo would feedback and liaise with Ms Susanne Clarke on the details.

8. AOB

None noted.

Information
Chair

OfS and other returns tracker

fredag, 04 september 2020

Date received	Nature of the request	Date response due	Responsible	Notes and date response sent
20 th November 2019 Follow up 6 th March 2020 New: Response 1 st September 2020	2016-17 HESA student reconciliation exercise: 2018-19 follow-up and duplicate reporting of students On 6 March 2020 my colleague, Anthea Beresford, wrote to you to advise you that we would be reviewing the university's 2018-19 HESA student data with the aim to seek to gain assurance that the errors found in the 2017-18 HESA student data had not re-occurred. She also wrote to you to advise that we had identified a number of students in your 2018-19 HESA student data that also appeared to have been returned by Bournemouth and Poole College. We reviewed a sample of students from the university's 2018-19 HESA student data and found a small number of errors. We also discussed the duplicate reporting of the students and found that the university had included the students in their 2018-19 HESA student data in error. Amendments have been processed to correct the errors found through the sample work and to remove the duplicate students from the data. We have now gained the necessary assurances over the 2018-19 HESA student data, so I confirm that both reviews are now closed. They will look at the 2019-20 data in early 2021 to check no re-occurrence		Prime Board Clerk for ARG	New: Like the previous letters, request that it be shared with ARG – on the agenda for October
16 th January 2020	KEF: narratives. UKRI have published the " Decisions for the first iteration " Guidance and templates issued 2nd March 2020	The revised deadlines are as follows: <ul style="list-style-type: none"> Friday 2 October 2020 – Deadline for HEPs eligible to participate in the KEF, but not currently in receipt of HEIF, to submit notice of intention to submit KEF narratives. Friday 16 October 2020 – Deadline for eligible HEPs intending to participate in the KEF to submit full narrative statements 	RDS	To be reviewed by UET and ULT in September 2020
30 th July 2020	Freedom of speech OfS "This Autumn we will: Issue regulatory guidance on the public interest governance principles relating to academic freedom and free speech"			

Appendix 1 – regulatory consultations¹

Consultations and Select Committee inquiries	Type	Deadline	Lead	Progress update
New: a call for evidence into Digital teaching and learning in English Higher Education during the pandemic	Call for evidence	14 th October 2020	TBD	TBD
consultation on student protection directions –when a registered provider is at increased risk of leaving the sector	Consultation	11 th September 2020 (midnight)	JF/JM	Draft being prepared
OIA consultation on requests for special consideration	Consultation	30 th Spetember	Lianne Hutchings	To come to UET mid September
Consultation on the Office for Students' approach to monetary penalties: original link .	Consultation	Was paused. NEW: have announced it will be relaunched Autumn 2020	Jane Forster	Recommend BU responds – will co-ordinate with interested parties
OfS consultation on regulatory framework for new UKSCQA standards re grade inflation	Consultation	planned this Autumn	JF/JM	TBD
OfS will "as things get back to normal" collect evidence and review monitoring during the pandemic period and publish guidance, and consider changes to plans as a result of the pandemic	TBD	TBD	TBD	TBD
OfS expectations – harassment and sexual misconduct affecting students in HE. OfS announcement ; consultation document ; online response link	Consultation	Deadline extended – not yet confirmed	Mandi Barron and Deborah Wakely	Draft input invited from Kerry-Ann Randle and Deborah Wakely by 6 March. Mandi Barron contributing input from Student Services Complaints and Conduct team.
OfS consultation on admissions	Consultation	Deadline extended – not yet confirmed	Jane Forster	Recommend BU responds – will co-ordinate with interested parties
Coming soon... <ul style="list-style-type: none"> OfS Student Protection Plans consultation OfS Student Contracts consultation OfS The Future of TEF framework consultation (OfS Review of exceptional funding for specialist providers consultation) 				

¹ Extract from the policy team consultation tracker which is circulated to ULT monthly – this section includes consultations linked to regulatory matters only

ULT/EULT meeting

16 September 2020, 13:00 to 15:00

Agenda

1. Attendees

Kevin McGhee, Tiantian Zhang, Michael Silk, Vanora Hundley, Sara White, Shelley Thompson, Dinusha Mendis, Christa van Raalte

Deborah Wakely, Russell Pottle, Pauline Dean, Claire House-Norman, Julia Taylor, Fiona Knight, Colleen Harding, Geli Roushan

John Vinney, Tim McIntyre-Bhatty, David Reeve, Jim Andrews

Stuart Laird, Jacky Mack, Jon Ward, Julie Northam, Justin Cole, Karen Parker, Keith Phalp, Lois Farquharson, Sarah Hutchings, Stephen Tee, Mandi Barron, Einar Thorsen

1.1. Apologies

Part A: EULT

2. Welcome and introduction

20 minutes
Chair

2.1. Leadership focus (15 mins)

Reflection and provocation based on recent leadership conversations

Discussion
Colleen Harding

2.2. Minutes and matters arising

Approval of the previous minutes and matters arising

Chair

Paper to follow

2.3. Future meeting agendas

Paper to follow

2.4. Priorities update

Discussion
Chair

3. Strategic matters: sustainability

55 minutes

3.1. Climate and Ecological Crisis Action Plan

for approval

Decision
Stuart Laird

paper to follow

3.2. Admissions update

Information
Jacky Mack

3.3. Transformation team update

Paper to follow

Discussion

- 3.4. **Finance update** David Reeve
- 3.4.1. **Financial statements for 2019/20**
Update on progress Information
Sarah Hutchings
- 3.4.2. **Approvals process**
Paper to follow Discussion
David Reeve
- 4. **Pause point - thinking differently** 10 minutes
An opportunity to reflect and think differently, on agenda items and more generally Coleen Harding
- 5. **Strategic matters: Excellence and outcomes** 15 minutes
- 5.1. **Assessment update**
paper to follow Jacky Mack and Geli Roushan
- 5.2. **Unified calendar**
Update on implementation Discussion
Stuart Laird
- 6. **Strategic matters: Fusion and impact** 15 minutes
Discussion
- 6.1. **KEF submission**
Review and approve KEF submission Decision
Julie Northam

Paper to follow
- 7. **AOB/matters to note** 5 minutes
Information
Chair
- 7.1. **Committee updates to note** Information

Part B: ULT (if required)

- 8. **Matters for ULT approval**
[NB most items will be covered in Part A - this is exceptional only]
- 9. **AOB/additional matters to note** Chair

University Leadership Team

Meeting Date	16 th September 2020
Paper title	EULT priorities - update
ULT member/sponsor	John Vinney
Purpose of the paper	<p>For information/note <input type="checkbox"/></p> <p>For review/discussion <input checked="" type="checkbox"/></p> <p>For a decision <input type="checkbox"/></p>
What questions are EULT/ULT to consider?	<p>Copy and paste the questions from the paper here:</p> <ul style="list-style-type: none"> • Under each heading of the identified priorities, are the plans and agenda items set out enough or is other action required to ensure that we are spending time as EULT to address the priorities that were raised? • Specific implementation plan changes for approval: <ul style="list-style-type: none"> ○ new implementation plan 3C as discussed at EULT in September ○ new implementation plan to replace 14C (health and wellbeing) ○ the culture and engagement implementation plans to be reviewed and replaced ○ changes to 68A (ways of working) ○ new implementation plan relating to workload planning ○ new 27C to reflect transformation and budget work ○ consider if new plan is required to address actions from the KEF
Is a decision is required?	<p>If a decision is required, confirm what the decision is:</p> <p><input type="checkbox"/> N/A</p> <p><input type="checkbox"/> approval/endorsement (subject to any changes agreed in the meeting)</p> <p><input checked="" type="checkbox"/> confirmation that proposals should be implemented (subject to any changes agreed in the meeting)</p> <p><input type="checkbox"/> other (please give details): Click here to enter text.</p> <p>If a business case is required for approval under BU processes, is it attached as an Appendix?</p> <p><input checked="" type="checkbox"/> N/A</p> <p><input type="checkbox"/> business case is attached</p> <p><input type="checkbox"/> business case is not yet ready. Please provide information about when and whether it will be provided to ULT: Click here to enter text.</p>
What will happen next?	<p>For all papers, confirm what the next step is:</p> <p><input type="checkbox"/> will proceed to ARG/FRC/BU Board</p> <p><input type="checkbox"/> owner will implement the agreed actions</p> <p><input checked="" type="checkbox"/> owner will work on an implementation plan and come back to ULT with the next steps</p> <p><input type="checkbox"/> other (please give details): Click here to enter text.</p>

<p>Is any action required of EULT members after the meeting?</p>	<p>For all papers, please confirm what EULT members should do after this meeting in relation to the matters considered in the paper:</p> <p><input checked="" type="checkbox"/> the owner will follow up with information about implementation if required</p> <p><input type="checkbox"/> implement the plan/actions as agreed, contacting the owner for more information if you need to</p> <p><input type="checkbox"/> take steps to communicate the information (note the information on communication and possible restrictions on confidentiality set out below)</p>
<p>Communication</p>	<p>For all papers: what are the plans for communication:</p> <p><input type="checkbox"/> plans for communication are set out in the paper</p> <p><input checked="" type="checkbox"/> more information about communication plans will follow later but you can share the information as set out in the confidentiality section below</p> <p><input type="checkbox"/> N/A – does not need to be communicated</p> <p><input type="checkbox"/> Other (please give details): Click here to enter text.</p>
<p>Confidentiality</p>	<p>For all papers: Circulation</p> <p>Circulation list: <input type="checkbox"/>ULT <input type="checkbox"/> EULT <i>This will depend on whether the paper is for Part A or Part B – so check where the paper is listed on the agenda before selecting an option here. If you think the item needs to be moved to Part B (ULT only) contact bu2025visionandstrategy@bournemouth.ac.uk</i></p> <p>For all papers: Confidentiality <i>ULT papers must not be shared externally without consent from the sponsor. Please contact the sponsor if you would like exceptional permission to share outside the conditions described below.</i></p> <p><input checked="" type="checkbox"/>Not Sensitive – content and paper may be shared with staff as appropriate OR.</p> <p><input type="checkbox"/>Restricted 1 – restricted distribution. The paper and its content may be shared by those on the circulation list with their immediate leadership teams only with a warning not to share further OR</p> <p><input type="checkbox"/>Restricted 2 – verbal only. The content of the paper may be shared verbally only by those on the circulation list with their immediate leadership teams only, and with a warning not to share further OR</p> <p><input type="checkbox"/>Confidential – the paper or its contents must not be disclosed outside the circulation list for this paper.</p>
<p>Equality analysis:</p>	<p>Select if required: <input type="checkbox"/></p> <p>If selected, please give details: Click here to enter text.</p> <p><i>If required, confirm if an equality analysis has been completed, the recommendations or points to note.</i></p> <p><i>Attach a link to the analysis, or plans to complete it if one is required and has not yet been completed.</i></p>

ULT priorities - the top 10 cross-BU challenges that, if we work together to address them in 2020/21, will make the biggest difference.

Here are the current arrangements for ensuring that we address the responses to this question. Many of the identified priorities are already planned for review at EULT and of those that aren't currently on agendas, there are ongoing implementation plans relating to them.

The questions for EULT to consider - in each case, are the plans and agenda items set out below enough or is other action required to ensure that we are spending time as EULT to address the priorities that were raised?

People and culture

1. People and culture: Wellbeing (staff and students)

- Now MIG has stepped back, normal processes apply for HR, the health and safety committee, student services and each team takes responsibility for its own staff
- There is a regular opportunity at EULT in AOB for KP and MB or members of EULT to raise issues and report on action being taken.
- Propose we replace current 14C, which is about implementation of policies, and is part of management structures. There will be no specific reporting requirement other than normal HR and health and safety reporting.

Proposed new 14D All teams to make ensure that they are meeting action 14 working with HR and the Health and Safety Team

2. People and culture: Culture and engagement

- JC will be coming back to EULT with proposals on comms approaches. Plans for internal comms are being developed learning from the last few months.
- CH will have regular opportunities to discuss points of learning with EULT.
- We have three implementation plans which need to be refreshed - 46B, 69B and 69C. We need to reissue the models for implementation or update and move forward with a new model having learned from the pandemic.

Current implementation plans to be reviewed and refreshed (and include the culture aspects of 63A): 46B Implement our internal engagement model, 69B Implement the social operating model, 69C Implement the cultural framework to implement action 69

Ongoing implementation plans

- 46A implement the 3 year strategic communications plan.
- 70A All teams celebrate and recognise staff achievements, including by seeking external awards and recognition
- 71A Review and consider the approach to staff surveys
- 41A All academic and professional services staff develop Fusion case studies
- 49A Monitor and measure external perceptions and identify priorities for partnership and engagement

Merge the following into 46A and close: 37A, 63A, 93A

3. People and culture: Pandemic recovery and learning from the crisis/ lean

- All EULT members are responsible for delivering the transformation plan and engaging with Lean for their own processes. Lean/transformation is next on the EULT agenda on 16th September and will come back frequently. Suggest we amend 68A (and add a new 27C - see financial sustainability below).
- JM/GR are bringing assessment to EULT on 16th September.
- A flexible approach is being taken to the return to campus supported by HR and student services. Return to campus and response to local changes in the virus profile supported by MIG if required

Ongoing implementation plans: Ways of working 68A: keep but amend to incorporate lean and service excellence. Consider a new way to assess progress, including feedback from staff about process improvements?

Proposed updated 68A: All teams to ensure service excellence, implement the lean process and provide personalised and seamlessly integrated support for staff,

Can then close the following implementation plans: 17A, 18A, 21A , 36A, 39A, 40A, 65A

4. People and culture: Inclusivity

- Race: Update given in August on plan for the development of data, actions and commitments for the Race Equality Charter and ongoing updates planned
- Athena Swan work is ongoing and reports to ULT regularly - next on the agenda in September
- AEIC is monitoring and leading action on the APP - updates around twice a year to EULT plus minutes shared
- Equality and Diversity Committee is responsible and updates EULT once a year.

Ongoing implementation plan: 76A All teams to address gaps and challenges to secure higher levels of external recognition that reflects our inclusive and diverse community

5. People and culture: People

- Workload planning review is under way.
- Matters raised included performance management, culture of respect, critical mass, reward and talent and succession. These are areas mostly managed by individual teams and departments supported by HR.

Ongoing implementation plans:

- 19A: All departments and professional services to review and implement actions 19, 20 and 21 for their own activity. This includes all departments mapping staff and centres against disciplines and strategic investment areas and aligning staff within the honeycomb model - reported via KPIs.
- Also ongoing: 61A2, 61D, 64C, 64D, 66A, 67B, 69A, 79A

Consider new implementation plans:

- Consider 20 as a separate action: 20 Create resilient teams that work across BU.
- 81A All our departments will evolve their workload planning - new plan to reflect ongoing work?

6. People and culture: Planning and prioritisation

- EULT have an open opportunity to raise matters for EULT agendas.
- Issues raised included “doing too much” - should be addressed as part of Lean/transformation work but EULT members are invited to raise things they think we should stop or processes that they think should be reviewed under the lean programme.

Ongoing implementation plans:

- 84A Horizon scan and take appropriate action to anticipate, influence and respond to policy and sector changes and developments in the external environment
- 90A New implementation planning and review process to support action 90 - regular reviews via revised governance structure

Sustainability

7. Sustainability: Environmental Sustainability

- Initiatives led by the Sustainability Committee - minutes shared. New carbon plan is coming to EULT in September for review.

Ongoing implementation plan: 44C Take action across our activity and lead thinking for impact on sustainability - led by the Sustainability Committee

8. Sustainability: Financial Sustainability

- A regular item on the EULT agenda. Admissions and enrolment are on the ULT agenda at key points including in August, September and January.

Propose new implementation plan 27C: deliver the Transformation Plan and manage our resources carefully to meet the BU budget

Ongoing implementation plans:

- 9C - Develop and implement actions to maximise the value of our campus experience to support our engagement with external stakeholders, develop our profile and increase our income
- 85A Review information management systems and data provision for services and faculties

Implementation plans to close: 11B, 27A, 27B, 62A, 62B, 88A, 89A 95A, 96A

Fusion and impact

9. Fusion and impact: External engagement and regional priorities

- New external engagement model due at EULT in the Autumn
- 35A - Portfolio reviews have been on the ULT agenda fairly regularly - another one would usually be due in the Autumn.
- KEF updates are on the EULT agenda in September

To consider from the Horizon Scan:

- *We need to present a coherent regional engagement strategy and impact with a focus on skills - in particular we should consider our engagement with FE and opportunities to develop it, also blended learning to reach out to cold spots and rural locations*
- *We need to continue our focus on excellent research and engagement with professional practice -, but we need to specifically address our potential weaknesses in the KEF and improve our metrics in this area as it will influence future government allocations.*

Possible changes to implementation plans:

- **Do we need a new implementation plan to reflect the priorities from the KEF? Or is this the outcome of the 53A external engagement review?**

Ongoing implementation plans:

- 38A Deepen and broaden our engagement across BU with professional bodies, industry and employers regionally and worldwide
- 53A Implement the agreed structure, activity and process for business, employer, regional, community and public engagement - actions 52-55, 57 and 59.
- 53B Review the structure, activity and process for international engagement - actions 52-55, 57 and 59 -renumber as 55]

10. Fusion and impact: Research

- Overseen by RPMC - minutes are shared. REF updates will be on the EULT agenda. It was suggested that a revised approach may be needed to address environmental changes post-Covid
- We had planned a discussion about EULT engagement with the research bidding process - can be scheduled in the Autumn.

- 33A Develop our approach to IP by July 2019 - this is coming back to EULT this autumn and then we can close the plan as it will be overseen by RPMC as part of 28A

Ongoing implementation plans:

- 28A RPMC to manage, oversee and report to ULT on research performance and delivery of BU2025 actions 28, 29, 30, 31, 32 and 33
- 31C Review PGR support

Plans we can close: 23A (SIAs) merge with 28A, 33A as above

Excellence and outcomes

11. Excellence and outcomes: Continuation and employability

- Currently managed by Departments and overseen by ASEC and AEIC
- Employability outcomes were discussed at EULT in August -cross BU initiatives linked to this are part of Fusion learning (1A) and 6A.
- Continuation is on the EULT agenda in November for review when this year's data is available and further cross-BU actions may need to be developed at that stage.

Ongoing implementation plan: 6A - All teams to review their status for their own provision regularly and take action to address gaps, challenges and changes for actions 6, 12 and 78, collaborating with others

12. Excellence and outcomes: Student Experience

- Consider in the light of the new NSS results and then consider how to engage EULT in the response planning - on EULT agenda 2nd September
- Assessment paper 22nd July and another planned for 16th September
- Update on student voice (8D) planned 21st October

Ongoing implementation plans:

- 8B - Continuously review and take action to improve student experience to ensure that we provide an integrated approach across our activity, and provide increasing levels of student support that is more personalised - renumber as 13
- 8C Implement a student panel/focus group for strategic planning purposes (ViSION) - renumber as 10
- 8D Prioritise and implement the actions recommended by the Student Voice FER- renumber as 10
- 46C - review our presentation of finances for students -renumber as 47.

13. Excellence and outcomes: Fusion learning

- Fusion learning has a number of implementation plans and we have had updates at EULT. Fusion learning steering group is leading - minutes shared.
- Implementation plan updates due: 2A - student project bank (21st October), 3B Review of placement support model (2nd September). **Proposed that we then close these implementation plans.**
- At the meeting on 2nd September it was agreed to add a new action relating to the placement support roles and model.

Ongoing implementation plans:

- 1A - Fusion learning
- 35A - develop our innovative and leading portfolio of programmes
- 3A - developing and aligning co- and extra curricular activities. Under development with a

task and finish group led by MB.

- New 3C: 3C T&FG to review placement support roles and model

Close as a separate action and roll into 1A (and 27C): 11B, 2A and 3B as above.

14. Excellence and outcomes: Learning environment

- We have implementation plans and oversight from DUIT and EDC - minutes shared with EULT. Business cases approved by ULT . IT 3 year plan at EULT on 22nd July 2020. See also Excellence and outcomes below.
- 7B - timetabling - unified calendar is expected on the agenda for September and then 7B can be closed.

Ongoing implementation plans:

- 7A Deliver the Estates Development Plan - renumber as 9
- 11A Deliver the Digital Enablers Plan
- 15A Deliver the IT Plan

PROPOSED UPDATED IMPLEMENTATION PLAN = AUGUST 2020

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
1	A1, A2, A3, B1	1 Define and then incorporate the Fusion learning approach consistently into our education, research and professional practice. Building on BU's strengths, the Fusion learning approach will reflect the role of practice and industry in our education, the role of research in our education and developing students as researchers, ensuring that our research, education and practice combine to maximise impact and opportunities for multi- and inter-disciplinary learning	Fusion Learning	1A Implement the pedagogic model for Fusion to address actions 1, 2, 4 and 22.	Fusion Learning Working Group to set the model All departments to implement it All teams to support implementation	Led by Fusion Working Group	Ongoing implementation
2	A1, A2, A3, B1	2 All our departments co-create distinctive Fusion learning experiences with students, staff, industry and practice	Fusion Learning	See implementation plan 1A and 53A and 2A Relaunch the Student Project Bank [to be updated in Autumn 2020 then closed]	Student Services working with the FLSG and the External Engagement T&F Group with support from all Departments, RDS and M&C	Led by Mandi Barron	Ongoing implementation
3	A1, A2, A3, B1	3 Develop our comprehensive range of co-curricular and extra-curricular activities so that students and staff have the opportunity to enhance their experience and outcomes	Fusion Learning	See implementation plan 1A and 3A Ensuring alignment, develop the range of co-curricular and extra-curricular activities for students ensuring links to our endeavours and aspirations in terms of business engagement, in order to ensure greater linkage to and opportunities for graduate employability.	Task and finish group All teams to support and implement the approved recommendations	Led by Mandi Barron	Ongoing implementation
				3C T&FG to review placement support roles and model	T&FG with support from Faculties	Led by Mandi Barron	TBD
4	A1, A2, A3, B1	4 Co-create a set of attributes that support graduate outcomes. Support students to develop these attributes through our Fusion learning approach, our programmes, and co-curricular and extra-curricular offer. The graduate attributes will reflect intellectual curiosity, collaboration and teamwork, citizenship and societal, contribution, global outlook and innovation and entrepreneurship	Fusion Learning	See implementation plan 1A			
5	A1, A2, A3, B1	5 Co-create a set of Fusion attributes for staff. These distinctive attributes of our Fusion culture and learning community will be relevant to all staff and build on BU's strengths and values, that include creativity, leadership, citizenship and societal contribution, global outlook, collaboration and teamwork and development of self and others	Culture and Engagement	No current implementation plan			
6	A1, A2, A3, B1, B2, B3	6 Each academic department and professional service takes action to consistently excel in measures of teaching quality, learning environment and student outcomes at all levels, adapting to changes in measures and subject definitions	Fusion Learning	6A All teams to review their status for their own provision regularly and take action to address gaps, challenges and changes for actions 6, 12 and 78, collaborating with others	All teams to implement FLIE, Academic Services, AEIC to support	Led by all members of EULT for their own teams, co-ordinated through AEIC	Ongoing implementation
7	A1, A2, A3, B1, B2, B3	7 Further develop our campus as a vibrant and inclusive environment, that engages students and staff and maximises the value of our campus experience	Vibrant learning environment	7A Deliver the Estates Development Plan reviewed via ULT, working collaboratively	Estates working collaboratively with all teams	Led by Stuart Laird	Ongoing implementation
				7B - take action to ensure that timetabling works effectively and maximise the student experience - including by implementing a new timetabling system and management information [to be updated in September 2020 then closed]	Estates working collaboratively with all departments.	Led by Stuart Laird	Implementation of new system complete by April 2020
8	A1, A2, A3, B1, B2, B3	8 Further develop an integrated approach to student life, such as accommodation, transport, sport and community engagement, to underpin our wider campus experience	Vibrant learning environment	No current implementation plan			
9	A1, A2, A3, B1, B2, B3	9 Continue to develop our environment to maximise the value of our campus experience to support our engagement with external stakeholders to develop our profile	Vibrant learning environment	9C - Develop and implement actions to maximise the value of our campus experience to support our engagement with external stakeholders, develop our profile and increase our income	Estates, M&C, RDS, Faculties.	Led by Stuart Laird and Justin Cole	Ongoing implementation
10	A1, A2, A3, B1, B2, B3	10 All our departments, professional services and cross-BU teams listen to and respond to the student voice in their activities	Vibrant learning environment	10A Prioritise and implement the actions recommended by the Student Voice FER	Student Voice Task and Finish Group and all teams to support as required	T&FG Led by Michael Silk	Ongoing implementation
				10B Implement a student panel/focus group for strategic planning purposes	OVC/UET	Led by John Vinney	Ongoing implementation
11	A1, A2, A3, B1, B2, B3	11 Invest in leading digital learning systems and support for our Fusion learning approach	Vibrant learning environment	11A Deliver the Digital Enablers Plan reviewed via ULT, working collaboratively	IT working collaboratively with all teams to implement the plan	Led by Jon Ward	Ongoing implementation

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
12	A1, A2, A3, B1, B2, B3	12 All our departments, and professional services engaged in student and academic support, act to improve attainment, retention and completion rates for all programmes and all groups of students. Use learning analytics and other data to provide personalised support for students to improve their outcomes	Fusion Learning	See implementation plan 6A			
13	A1, A2, A3, B1, B2, B3	13 Increase the level and personalisation of student support by reviewing our services and ways of working	Vibrant learning environment	13A Continuously review and take action to improve student experience to ensure that we provide an integrated approach across our activity, and provide increasing levels of student support that is more personalised	All teams to implement it	Led by Mandi Barron, Jacky Mack acting jointly	Ongoing implementation
14	A1, A2, A3, B1, B2, B3	14 Develop BU as a healthy environment by monitoring and prioritising activities guided by best practice, evidence and the staff survey, reflecting our focus on equality and diversity by: <ul style="list-style-type: none"> taking appropriate action to support health and wellbeing for all staff, including mental health, supporting staff to manage their own health and well-being, including mental health, providing flexible support, incorporating research and practice into our plans for our own environment through our Health and Well-being Fusion theme, providing a safe environment for students and staff to thrive 	Vibrant learning environment	14D All teams to make ensure that they are meeting action 14 working with HR and the Health and Safety Team.	All teams to implement it	Led by all members of EULT for their own teams	Ongoing implementation
15	A1, A2, A3, B1, B2, B3	15 Provide a leading digital infrastructure to support our BU2025 outcome	Vibrant learning environment	15A Deliver the IT Plan reviewed via ULT, working collaboratively	IT working collaboratively with teams to implement the plan	Led by Jon Ward	Ongoing implementation
16	A1, A2, A3, B1, B2, B3	16 Make BU a destination of choice for international students, staff and visiting scholars by significantly increasing the services and support we provide	Vibrant learning environment	See implementation plan 68A			
17		17 All our departments, professional services and cross-BU teams make BU a welcoming environment for international students and staff and support their integration					
18		18 All our departments, professional services and cross-BU teams provide consistently excellent service					
19	A2, B1, B2, C1, C2, C3, D1, D3	19 Build critical mass, capacity and resilience in all our departments, professional services and cross-BU teams aligned with our academic principles and our BU2025 outcomes	Critical Mass and Capability	19A All teams to review and implement actions 19, 20 and 21 for their own activity.	All teams to implement it	Led by all members of EULT for their own teams	Ongoing implementation
20		20 Create resilient teams that work across BU to support our core academic areas and strategic investment areas and deliver our BU2025 outcomes					
21	A2, B1, B2, C1, C2, C3, D1, D3	21 All our departments, professional services will review and adapt their workforce planning so that they have the capacity and capability to deliver our BU2025 outcomes within the agreed financial parameters	Critical Mass and Capability	See implementation plan 68A			
22	A2, B1, B2, C1, C2, C3, D1, D3	22 Develop and implement capability across BU to support the Fusion learning approach, including by: collaborating with peer institutions world-wide, developing and sharing expertise, providing advice and support, and implementing tools to support staff to innovate and excel in learning and teaching, researching the impact of Fusion, ensuring that we have structures that support and deliver best practice, supporting staff to achieve higher levels of academic and professional qualifications	Fusion Learning	See implementation plan 1A			
23	A2, B1, B2, C1, C2, C3, D1, D3	23 Define an approach for each strategic investment area and review progress regularly as part of our dynamic planning and reviews	Advancing Knowledge	See implementation plan 28A			
24		24 Take an innovative and experimental approach to develop our strategic investment areas and engage with external opportunities and partners					
25		25 Create a robust academic footprint and external profile in each of our strategic investment areas by building on our existing strengths					
26	A2, B1, B2, C1, C2, C3, D1, D3	26 Define and set priorities for investment: scope the opportunity, our existing strengths, and links to external priorities; develop detailed and flexible investment models; and identify external funding opportunities	Advancing Knowledge	See implementation plan 27C			
27	A2, B1, B2, C1, C2, C3, D1, D3	27 Prioritise internal spending to fund early investment in the strategic investment areas	Manage our performance and resources	27C – deliver the Transformation Plan and manage our resources carefully to meet the BU budget	All teams to implement it	EULT	Ongoing implementation

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
28		28 All our academic departments will grow their internationally excellent and world-leading research, increase their research and knowledge exchange funding, and develop their impact					
29	A2, B1, B2, C1, C2, C3, D1, D3	29 Our departments, professional services and cross-BU teams work together to horizon scan and pro-actively plan research activity so that it is aligned with government and funding body priorities and requirements, to maximise external funding opportunities, in particular by a focus on inter-disciplinary collaboration	Advancing Knowledge	28A RPMC to manage, oversee and report to ULT on research performance and delivery of BU2025 actions 28, 29, 30, 31, 32 and 33	RPMC to manage and monitor implementation with support from all other teams	LED by RPMC	Ongoing implementation
30		30 All academic staff will develop a substantial research profile with impact aligned to our BU2025 outcomes. Academic staff develop their research and its impact and collaborate with and support colleagues to achieve this					
31	A2, B1, B2, C1, C2, C3, D1, D3	31 Provide research support that is appropriate for academic staff at different levels and different career stages to help develop their research performance and impact	Advancing Knowledge	31C Review PGR support including across Faculties, making recommendations for implementation by Doctoral College and Faculties/Departments	Doctoral College to conduct review For implementation by Doctoral College and Faculties/Departments	Led by Fiona Knight and /Julia Taylor	Ongoing
32	A2, B1, B2, C1, C2, C3, D1, D3	32 All our academic departments significantly increase the number of high quality externally funded or match-funded, postgraduate research students focussing on inter-disciplinary projects that align with our Fusion themes and strategic investment areas	Advancing Knowledge	See implementation plan 28A			
33	A2, B1, B2, C1, C2, C3, D1, D3	33 Develop our approach to creating, protecting and exploiting intellectual property	Advancing Knowledge	33A Develop our approach to IP by July 2019 [to be updated in Autumn 2020 then closed]	RDS, Legal Services to work together to develop approach	Led by Julie Northam	Ongoing implementation
34	B2, B3, C1, C2, C3, D1, D2, D3	34 Consistently apply our academic principles, our BU2025 outcomes and benchmark data, performance data and market research in all our decision making, and be more transparent about decisions	Manage our performance and resources	See implementation plan 27A and 68A			
35	B2, B3, C1, C2, C3, D1, D2, D3	35 Develop our innovative and leading portfolio of programmes that is aligned to our academic principles, supports our BU2025 outcomes, is supported by market research and supports our core academic areas and strategic investment areas	Fusion Learning	35A Each department to review its portfolio against the BU2025 outcomes, the academic principles and the UN sustainability goals (working with the Sustainability Strategy Group), with plans for a balanced and phased 3 year change programme (actions 35, 43 and 94)	Each department to implement it	Led by Deans for their Faculties and co-ordinated through Sustainability Committee	Ongoing implementation
36	B2, B3, C1, C2, C3, D1, D2, D3	36 All our departments, professional services and cross-BU teams ensure consistently high quality outcomes and impact from their activities	Enriching Society	See implementation plan 68A			
37	B2, B3, C1, C2, C3, D1, D2, D3	37 All our departments, professional services and cross-BU teams create a social and economic impact locally, regionally and, where relevant, worldwide	Enriching Society	See implementation plan 46A			
38	B2, B3, C1, C2, C3, D1, D2, D3	38 Deepen and broaden our engagement across BU with professional bodies, industry and employers regionally and worldwide by: engaging them in co-creation, ensuring high levels of membership and participation by students, academic and professional services staff in professional bodies, organisations, events and conferences, collaborating to produce impact on education, policy and practice	Advancing Knowledge	38A All departments and professional services to deepen and broaden our engagement across BU with professional bodies, industry and employers regionally and worldwide	All teams to implement it	Led by all members of EULT for their own teams	Ongoing implementation
39	B2, B3, C1, C2, C3, D1, D2, D3	39 Our professional service teams learn from and implement best practice in their areas to increase efficiency and effectiveness, and contribute to the development of their professions	Advancing Knowledge	See implementation plan 68A and 38A			
40	B2, B3, C1, C2, C3, D1, D2, D3	40 All our departments, professional services and cross-BU teams align the activities of their staff to our BU2025 outcomes, the Fusion themes and our strategic investment areas	Critical Mass and Capability	See implementation plan 68A			
41	B2, B3, C1, C2, C3, D1, D2, D3	41 All academic and professional services staff develop Fusion case studies linked to their profile that show the impact of their work and how it is aligned to our BU2025 outcomes	Culture and Engagement	41A All departments and professional services to ensure that all academic and professional services staff develop Fusion case studies linked to their profile	All teams to implement it	Led by all members of EULT for their own teams	Ongoing implementation
42	B2, B3, C1, C2, C3, D1, D2, D3	42 Review our organisational structures and take action so that they support and align with our BU2025 outcomes	Critical Mass and Capability	See implementation plan 68A			
43	B2, B3, C1, C2, C3, D1, D2, D3	43 All academic departments align their programmes with the challenges facing society and the world and all our departments, professional services and cross-BU align co-curricular and extra-curricular opportunities with those challenges	Fusion Learning	See implementation plan 35A			

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
44	C2, C3, D1, D3	44 Support our staff from all parts of BU and students to take a responsible approach to the environment and sustainable development by: (a) including sustainable development in our programmes and support our students and staff to make responsible choices about their environmental impact, (b) bringing together our academic work on environmental sustainability with our approach to the physical environment at BU, (c) driving significant worldwide impact on sustainability and the environment through our strategic investment areas	Enriching Society	44C Take action across our activity and lead thinking for impact on sustainability: - in our own use of resources across all our activity, - by incorporating sustainability in our education, research and practice, - by challenging students, staff and stakeholders to take action, - by leading thinking through our core research and our strategic investment areas	All teams to implement, working with the Sustainability Committee	Led by Stuart Laird and the Sustainability Committee	Ongoing implementation
45		45 Take a leading position on our own environmental impact: (a) informed by our work on sustainability through the strategic investment areas and Fusion themes, (b) by improving the biodiversity of our estate, minimising use of resources and production of waste, reducing our carbon emissions and supporting more sustainable travel choices for staff, students and visitors, (c) by providing opportunities for staff to use the Estate as a living lab for health and well-being and sustainability, (d) by continuing to develop our estate sustainably and (e) by taking a responsible position on sustainability in our investments, purchasing and our work with partners					
46	A1, A2, B1, D2	46 Engage and support all academic and professional services staff in sharing stories internally and externally to support our BU2025 outcomes and raise our profile externally. In particular all our departments, professional services and cross-BU teams articulate their engagement with Fusion and how it contributes to our BU2025 outcomes	Culture and Engagement	46A Implement the 3 year strategic communications plan and framework for all internal and external communications to all stakeholders, including internal communications to increase awareness of corporate communications to ensure staff can be aware of and proud of all achievements	All teams to work with M&C to implement it	Led by all members of EULT for their own teams	New review
47	A1, A2, B1, D2	47 Further develop a compelling and authentic narrative for internal and external communications that highlights our distinctive approach and impact, in order to improve stakeholder engagement, support collaboration and build worldwide recognition	Enriching Society	See implementation plan 46A and 47A - review our presentation of finances for students	Finance with other teams, e.g. Student Services and SUBU	Led by Sarah Hutchings	Ongoing implementation
48		48 Simplify our internal and external communications and use a targeted and evidence-based approach to focus our efforts in building our recognition and reputation worldwide					
49	A1, A2, B1, D2	49 Monitor and measure external perceptions and identify priorities and opportunities for partnership and engagement	Enriching Society	49A Monitor and measure external perceptions and identify priorities and opportunities for partnership and engagement	M&C	Led by Justin Cole	Ongoing implementation
50	A1, A2, B1, D2	50 Use our corporate communications to position ourselves as the destination of choice for students and staff and develop our profile and reputation worldwide	Enriching Society	See implementation plan 46A			
51	A1, A2, B1, D2	51 Engage students and alumni networks so that they recommend and promote BU as a destination of choice	Enriching Society	51A Continue to engage alumni networks and all professional services and academic departments to engage students and alumni networks	Alumni and Fundraising All teams to support	Led by Claire House-Norman	Ongoing implementation
52	A2, C1, C2, C3, D3	52 All our departments, professional services and cross-BU teams engage and collaborate with industry, employers, regional, national and global organisations and academic partners in broad and deep relationships to create opportunities and impact from Fusion	Advancing Knowledge	See implementation plan 53A			
53	A2, C1, C2, C3, D3	53 All our departments, professional services and cross-BU teams participate in a connected and consistent approach to external engagement	Enriching Society	53A Implement the agreed structure, activity and process for business, employer, regional, community and public engagement - actions 52-55, 57 and 59.	External Engagement Task and Finish Group to lead with implementation by all teams and supported by RDS, M&C, OVC	Led by T&FG	Ongoing implementation
54	A2, C1, C2, C3, D3	54 Identify key contacts for significant external stakeholders. Manage our relationships through these contacts so that we engage consistently across BU. All BU staff share information effectively					
55	A2, C1, C2, C3, D3	55 Create a worldwide network of academic peer organisations and international partners who share our vision and passion for Fusion learning approaches and work with them to advance knowledge, build our global outlook, develop our impact and grow worldwide recognition of BU	Enriching Society	55B Review the structure, activity and process for international engagement - actions 52-55, 57 and 59	External Engagement Task and Finish Group to lead with implementation by all teams and supported by RDS, M&C, OVC	Led by T&FG	Ongoing implementation
56	A2, C1, C2, C3, D3	56 Engage long-term and pro-actively with external funders and partners worldwide to seek opportunities for collaboration and develop sources of income, including internationally	Advancing Knowledge	See implementation plan 28A			
57	A2, C1, C2, C3, D3	57 Strengthen our engagement with government, sector bodies, politicians and stakeholders to build our reputation and impact	Enriching Society	See implementation plan 53A			

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
58	A2, C1, C2, C3, D3	58 Continue to build strong relationships with schools, colleges and targeted international universities to support access to higher education, student recruitment and raise our profile	Enriching Society	58A Implement action 58, reporting to AEIC and to ULT on progress, impact and value for money	58A M&C to lead with support from all other teams	Led by Justin Cole	Ongoing implementation
59	A2, C1, C2, C3, D3	59 Continue to develop our public engagement activities and invest in them to support our impact on society and worldwide recognition	Enriching Society	See implementation plan 53A			
60	A2, C1, C2, C3, D3	60 Develop our approach to attracting, developing and retaining diverse teams of talented people with a Fusion mind-set so that we have the capability and capacity to deliver our BU2025 outcomes	Critical Mass and Capability	See implementation plans under BU2025 action 61 and 64			
61	A1, A2, B1, B2, B3, D2	61 Continue to invest in integrated and comprehensive induction, role and career development and support for staff from all parts of BU. Provide development frameworks and role and career paths that are based on Fusion and align to our BU2025 outcomes	Critical Mass and Capability	See implementation plan 79A and 61A2 Prepare and implement a new mandatory probation approach.	HR and OD to prepare it. All teams to implement it	Led by Karen Parker	TBD
			Critical Mass and Capability	61D Prepare and implement a professional and support staff role and career development framework and role and career development toolkit	HR and OD to prepare it To be implemented by all teams	Led by Karen Parker	TBD
62	A1, A2, B1, B2, B3, D2	62 Align all our staff development opportunities with our BU2025 outcomes	Critical Mass and Capability	See implementation plan 27C			
63	A1, A2, B1, B2, B3, D2	63 All our departments, professional services and cross-BU teams take account of staff feedback, manage change effectively, support openness and transparency, and communicate clearly and authentically to achieve high levels of staff satisfaction	Vibrant learning environment	See implementation plan 46A			
64	A1, A2, B1, B2, B3, D2	64 Align recognition and reward structures to our values and BU2025 outcomes to support us to achieve our vision, recognising and rewarding high performance	Critical Mass and Capability	64C Review of professoriate reward. Led by UET to report to ULT for implementation across all departments	UET/HR	Review led by UET	TBD
				64D Review appraisals. Plans to be implemented for all professional services and support staff	HR to lead review All professional services and support staff to implement	Review led by Karen Parker. Implementation led by EULT for their teams	TBD
65	A1, A2, B1, B2, B3, D2	65 Empower staff and provide flexibility when it will support the effective delivery of the BU2025 outcomes	Culture and Engagement	See implementation plan 68A			
66	A1, A2, B1, B2, B3, D2	66 Strengthen leadership across BU by repositioning current and future leaders, including the Professoriate, to act as leaders consistently, including: performance and alignment to our BU2025 outcomes, leadership in the Fusion themes and our strategic investment areas, coaching and mentoring, building teams around them and succession planning, role modelling the Fusion attributes, our values and behaviours	Critical Mass and Capability	66A Academic career frameworks: continue to embed Fusion via the academic career framework and use the career matrix and career coaching, mentoring and events to support conversations around expectations, confidence, capability, development and career	HR to lead review	Review led by Karen Parker.	New Review
67	A1, A2, B1, B2, B3, D2	67 All our departments, professional services and cross BU teams implement consistent talent management and succession plans to effectively identify and retain high potential staff	Critical Mass and Capability	67A Implement the development pool of staff as a pipeline of staff with potential to fill current and future succession needs.	HR and OD To be implemented by all teams.	Led by Karen Parker	Ongoing implementation
				67B All teams complete and maintain succession plans to include the professoriate. Prepared annually. These will be reviewed every year as part of implementation planning	All teams to implement it	Led by all members of EULT for their own teams	Ongoing implementation
68	A1, A2, B1, B2, B3, D2	68 Our departments, professional services and cross-BU teams review their ways of working and develop creative solutions to deliver more efficient and personalised support to staff	Vibrant learning environment	68A All teams to ensure service excellence, implement the lean process and provide personalised and seamlessly integrated support for staff,	All teams to implement it	Led by all members of EULT for their own teams	Ongoing implementation
69	A1, B1, B3, D2	69 Embed our values in our internal performance and development frameworks, and take action to recognise and support behaviours that support our values, including professionalism, leadership, integrity, openness and transparency, kindness, respect, a positive mind-set and a caring approach in all our staff	Culture and Engagement	69A Update induction, appraisal and progression processes, selection criteria and role descriptions to implement action 69	OD to work with all faculties and services to develop the model and update processes	Led by Karen Parker	Ongoing implementation
70	A1, B1, B3, D2	70 All our departments, professional services and cross-BU teams celebrate and recognise staff achievements, including by seeking external awards and recognition	Culture and Engagement	70A All teams to celebrate and recognise staff achievements, including by seeking external awards and recognition.	All teams to implement HR and OD, M&C to work with academic departments to support this	Led by all members of EULT for their own teams	Ongoing implementation
71	A1, B1, B3, D2	71 All staff engage with and seek feedback from staff, students and external stakeholders on all our activities, respond quickly and take account of it in their actions	Vibrant learning environment	71A Review and consider the approach to staff surveys	OD/HR with ULT All teams to implement it	Led by Karen Parker	TBD

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
72	A1, B1, B3, D2	72 All our departments, professional services and cross-BU teams support their staff to engage in citizenship internally and externally, in our regional, national and international communities	Enriching Society	72B – All teams support staff and students to volunteer and engage in citizenship internally and externally, working with the external engagement team	All teams to implement	Led by all members of EULT for their own teams	Ongoing implementation
73		73 Support staff from all parts of BU to work collaboratively outside their department or service, including outside BU to build our connected and resilient community and enhance our worldwide reputation					
74		74 Support students and staff from all parts of BU to volunteer and contribute to their communities					
75	A1, A2, A3, B1, B3, C2, D1, D2	75 Maximise our opportunities to share and learn from a diverse range of perspectives by: further increasing the diversity of our students and staff, continuing to recruit and support international students and staff, developing an international scholarship programme with our overseas alumni, supporting asylum seekers as students and staff	Vibrant learning environment	See implementation plan 68A			
76	A1, A2, A3, B1, B3, C2, D1, D2	76 All our departments, professional services and cross-BU teams address gaps and challenges to secure higher levels of external recognition that reflects our inclusive and diverse community	Vibrant learning environment	76A All teams to address gaps and challenges to secure higher levels of external recognition that reflects our inclusive and diverse community	All teams to implement Diversity and Equality Committee and Athena Swan and Race Equality Charter groups to support and define further actions	Led by all members of EULT for their own teams	Ongoing implementation
77	A1, A2, A3, B1, B3, C2, D1, D2	77 Provide support and development opportunities for all students and staff with a particular focus on under-represented groups	Vibrant learning environment	See implementation plan 6A and 76A			
78	A1, A2, A3, B1, B3, C2, D1, D2	78 All our departments, professional services and cross-BU teams support and address gaps in outreach, widening participation, access, attainment and progression of students from under-represented groups. We will set targets using benchmark data and evidence, manage our activities to achieve those targets and measure our impact	Fusion Learning	See implementation plan 6A			
79	A3, B2, C1, C2, D1,	79 All our departments, professional services and cross BU teams manage their performance, recognise high performance and address under performance, sharing best practice to build consistency across BU	Critical Mass and Capability	79A All teams to manage staff performance, recognise and reward staff fairly and set team objectives and performance indicators	All teams to implement Prime, HR and OD to work with teams to support this.	Led by all members of EULT for their own teams	Ongoing implementation
80	A3, B2, C1, C2, D1,	80 Recognise and reward staff by consistently using open, fair and transparent policies and procedures that align to our academic principles and our BU2025 outcomes	Critical Mass and Capability	See implementation plan 79A and 80A Professoriate performance framework to address Fusion and alignment to BU2025 to be developed and implemented	UET working with the Executive Deans	Led by the Deans	TBD
81	A3, B2, C1, C2, D1,	81 All our departments will evolve their workload planning to support Fusion and our BU2025 outcomes	Critical Mass and Capability	New 81B: workload plan review	TBD	TBD	TBD
82	A3, B2, C1, C2, D1,	82 Develop our reward framework to recognise performance, including team performance and align it to our BU2025 outcomes	Critical Mass and Capability	See implementation plan 64C			
83	A3, B2, C1, C2, D1,	83 Set team objectives and performance indicators to drive delivery of our BU2025 outcomes across BU	Critical Mass and Capability	See implementation plan 79A			
84	A3, B2, C1, C2, D1,	84 Horizon scan and take appropriate action to anticipate, influence and respond to policy and sector changes and developments in the external environment	Manage our performance and resources	84A All teams to horizon scan and take appropriate action to anticipate, influence and respond for their own activity	All teams to implement	Led by all members of EULT for their own teams	Ongoing implementation
85	A3, B2, C1, C2, D1,	85 Invest in information management systems and support and use them to inform our decision making	Manage our performance and resources	85A Review information management systems and data provision for services and faculties	Prime	Led by Russell Pottle	Ongoing implementation
86		86 Develop a set of qualitative and quantitative performance indicators based on our academic principles and track our performance against our BU2025 outcomes					
87		87 Identify and use robust external data sets to enable effective benchmarking of our performance, including our financial performance					
88	A3, B2, C1, C2, D1,	88 Manage our performance against our performance indicators and benchmark data including reviewing our programmes and departments against our academic principles	Manage our performance and resources	See implementation plan 27A and 68A			
89	A3, B2, C1, C2, D1,	89 Continue to review the scope, activity and resourcing of all our services against benchmark data. Use this data to make informed decisions about how we allocate resources and prioritise our actions					
90	A3, B2, C1, C2, D1,	90 Dynamically review and change our priorities, phase our investments, manage our costs and reallocate resources to fund our investments	Manage our performance and resources	90A New implementation planning and review process to support action 90 – regular reviews via revised governance structure	All teams to implement	Led by EULT	Ongoing implementation
91		91 Support and encourage creative approaches and innovation to achieve our BU2025 outcomes, through a proportionate response to risk within our risk appetite and aligned to our academic principles					

Action	Outcomes	BU2025 actions	Plan Group	Implementation Plans	Who	Led by	Implementation timeline
92	A3, B2, C1, C2, D1,	92 Review staffing, structures and processes so that we are efficient and agile and to release capacity for investment to achieve our BU2025 outcomes	Critical Mass and Capability	See implementation plan 68A and 27C			
93	A3, B2, C1, C2, D1,	93 Continue to engage with students and staff on the implementation of the BU2025 strategic plan and seek feedback to support our on-going reviews of performance and priorities	Culture and Engagement	See implementation plan 46A			
94	A3, B2, C1, C2, D1,	94 Disinvest from areas that do not align with our academic principles or our BU2025 outcomes, are not sustainable academically and/or fall below expected levels of performance	Manage our performance and resources	See implementation plan 35A			
95	A3, B2, C1, C2, D1,	95 Fund our investments by targeting areas for growth in income from research and knowledge exchange, growing income from international students, and developing alternative sources of income	Manage our performance and resources	See implementation plan 27C			
96		96 All departments and professional services make a net positive contribution from income generating activities while also ensuring that their decision making reflects the overall impact on BU's financial position					
97	A3, B2, C1, C2	97 Build capacity and capability in fund-raising to increase external funding and support for our investments	Critical Mass and Capability	See implementation plan 27A and 68A			
98	A3, B2, C1, C2	98 Secure external research infrastructure funding and other external funding to support our BU2025 outcomes including the strategic investment areas	Advancing Knowledge	See implementation plan 27C			
99	A3, B2, C1, C2	99 Maintain financial resilience to fund our investments, by setting priorities, allocating resources and optimising value for money	Manage our performance and resources	See implementation plan 27C			
100	A3, B2, C1, C2	100 Maintain a flexible approach to our long-term financial planning to maintain financial resilience by managing pace and responding to change					

DRAFT

BOURNEMOUTH UNIVERSITY

UNIVERSITY BOARD

FRIDAY 2 OCTOBER 2020 AT 9.00 am to 12.30pm

Via MS Teams Video Conferencing

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.

A G E N D A

- 1 **CPD Briefing: The View from the Lenders** (Karen Best, PwC)
- 2 **Welcome, Apologies and Declarations of Interest.**
- 3 **Minutes of the Board meeting held on 17th July 2020**
 - 3.1 Matters Arising and actions register
 - 3.2 Report back on written resolutions [If required]
- 4 **Urgent Operational business:**
 - 4.1 **VC Update** (to note) (VC) [urgent updates for context – need to cover recruitment/admissions and OfS Reporting update and any external audit/going concern updates ahead of financial statements].
 - 4.2 **Approval of Borrowing Facilities** (for approval) (IDoF) [Assumes paper goes to extraordinary FRC meeting and is recommended to the Board – must include legal and financial advice for Trustees to cover charity law borrowing requirements]
 - 4.3 **Senate Terms of Reference and University Board, Senate and Committee Policy and Procedures** update for new UHD partnership member of Senate (for approval) (VC/Academic Registrar/Clerk)
 - 4.4 **Urgent Estates Matters** (TBC) (for approval) (COO) [will need more than one paper: BH sale/overage; Elliott Rd lease; RLH units 7 & 8 change to break clause; Santander PH lease]
- 5 **BU 2025 Overview** (to note) (VC)
- 6 **‘Blue Skies’ Session on Risks** (to consider) (DVC) [for Board members to input at their request – see action register – do you want to consider break-out groups? Do you want this before or after KPI review?]
- 7 **Review of the BU2025 KPI Framework** (to consider and approve) (VC/DVC) [action to do this after two complete academic years – need to ensure Board members have an opportunity to input on content and clarity before approval so this could be a draft for feedback and later approval?].

DATE OF NEXT MEETING

*The next Board meeting will take place at 9.00am on **Friday 27th November 2020**. Please note: Normally Board Members would be invited to the VC Staff Awards ceremony the evening before the November Board meeting. Due to the Covid19 restrictions, however, this event will now take place at a later date.*