

Important Notice

This report has been prepared using information provided by Bournemouth University. This information has not been tested or otherwise verified. Any consequent analysis based on details presented in this information is dependent on the factual information provided. Any material inaccuracies in, or omissions from, the information provided could limit the reliability of this report and the conclusions reached in any subsequent report which draws reference to this information.

For the avoidance of doubt, no persons other than those named in our engagement letter are entitled to place any reliance on this report. With the exception of where a member of Bournemouth University is required to provide this document to a regulator, this report may only be passed to third parties with our written consent. Any person that gains access to and chooses to rely on this report, including a regulator, does so at its own risk and without recourse to JB HE Consulting Limited.

1. Bournemouth University (“the University”) is a well-respected large multi-faculty University with more than 16,600 students and turnover of £164 million. It is currently delivering its BU2025 strategic plan with the vision of being recognised as a leading university for its innovative approach to higher education. The University’s Fusion approach brings together teaching, research and professional practice to inspire learning, advance knowledge and enrich society. The approach is showing signs of success, as the University has recently improved its league table rankings, driven in part by strong performance in graduate outcomes and salary surveys. These measures demonstrate that the University is delivering for its students.
2. Good governance is essential to continue delivering the University’s success and we note that the University has always strived to have strong governance arrangements and to continuously improve these, developing and implementing best practice in governance. The University commissioned JB HE Consulting to deliver an independent review of the University’s governance arrangements

- b) The adequacy and effectiveness of the terms of reference and assurances (reporting) to the Board of the Audit, Risk and Governance Committee, which has oversight of internal control and risk management, including formal regulatory opinions and strategic academic risk.
 - c) The adequacy and effectiveness of the terms of reference and assurances (reporting) to the Board of the Finance and Resources Committee, which has oversight of financial matters (including financial reporting) and human resources matters.
 - d) The assurances and effectiveness of Senate's reporting to the Board – this aspect of the scope is limited to assurances about key academic risks and reporting to the Board, as the University undertook an independent review of Senate in 2017.
 - e) The effectiveness of reporting to the Board by Nominations Committee.
3. We have concluded that the University's governance arrangements are adequate (designed appropriately) and effective (operating as intended) and that many examples of good practice are evident. The University is open to being challenged and is keen to ensure continuous improvement in best practice governance. We did not identify any practices or behaviours that raise concerns or suggest that there may be governance failures. In addition:
- The University is broadly compliant with the CUC Code, although at the time of our review it was still undertaking development work to be fully compliant with the newly published Code³. The Code is voluntary and operates on an 'apply or explain' basis. Although we understand that the University h.-14 (i)-16 (t)414 (h w ful)-005 Tc -0.001 12 219.6



6. We wish to thank the independent, staff and student members of the Board, the University Executive Team and the Head of Legal Services and Corporate Governance and Clerk to the University Board and her team for their support and openness throughout review.