

**University of Central Lancashire**

**Unreserved Minutes of The Board Meeting Held On 16<sup>th</sup> May 2019, Commencing At 2.00pm At The Belsfield Hotel, Bowness-on-Windermere**

**Present:**

David Taylor (Chair)

Andrea Adams	Sue Ion
Fiona Armstrong	Lesley Lloyd
Nicky Danino	Ruth Lowry
Maria Darby-Walker	Anne McCarthy
Jim Edney	Caitlin McLaren
Ridwanah Gurjee	Bill McQueen
Richard Hext	Lorraine Norris
Jon Hogan	

**In attendance:**

Michael Ahern (Chief Operating Officer)  
Ruth Connor (Executive Director of Marketing, Communications and Engagement) – in part  
Ian Fisher (University Secretary and Legal Officer)  
Suntosh Kaur (President-elect, Students Union)  
Ken Lee (Executive Director for Human Resources)  
Lynne Livesey (Deputy Vice Chancellor (Academic))  
Peter McMellon (assisting the Clerk to the Board)  
Chris Reilly (Interim Director of Finance)  
Anne Roberts (Executive Assistant to the Vice Chancellor)  
Fiona Winters (Deputy Clerk/Head of Governance) – in part

**UB740. Welcome and Apologies**

The Chair welcomed all present to the meeting, including Suntosh Kaur (President-elect of the Students Union). He also welcomed Mr Chris Reilly to his first meeting of the Board.

Apologies for absence from Mrs Bromley (Deputy Vice Chancellor (Corporate Planning and International Strategy)) were noted.

**UB741. Declaration of Interests**

Mr Fisher (Clerk to the Board) invited declarations of interest. Save for the item on pensions (UB747 below), no additional declarations of interests were made.

**UB742. Chair's Announcements**

The Chair advised that, as regards consideration of matters arising from the Director of Finance's Report (UB746 below), this and other strategic considerations will be central to the extended sessions and discussions scheduled for the second day of this residential event. Thus, there would only be limited time

given to the item at this meeting, with full consideration given under the 'Finance and Strategic Discussion' session on Day 2.

The Chair then drew attention to the forthcoming events on the 'Key Dates for Board Members' document. He advised that equivalent events in previous years had been very rewarding and he encouraged Board Members to attend as many as possible.

**UB743. Reserved and Unreserved Minutes of the University Board Meeting held on 21<sup>st</sup> March 2019**

**Resolved:** That the Reserved and Unreserved Minutes of the University Board Meeting held on 21<sup>st</sup> March 2019 were agreed as a true record and signed by the Chair.

**UB744. Matters Arising from the University Board Meeting held on 21<sup>st</sup> March 2019**

**(i) UB730 – Senior Executive Update – Academic business shape and growth**

It was noted that full consideration of the planning implications identified at the last meeting will be included in the discussions scheduled for the second day of the residential event.

**Text redacted – Reserved Minutes UB745.**

**Appointment of Vice Chancellor**

The Chair summarised the assessment and interview process undertaken by the panel (with support of other colleagues) on 7<sup>th</sup> and 8<sup>th</sup> May 2019 which had culminated in the unanimous recommendation to the Board that Professor Graham Baldwin (currently Vice Chancellor at the Solent University) be appointed as the University's next Vice Chancellor. The Chair thanked all Board Members and staff who had contributed to the extremely thorough and efficient recruitment event.

**Text Redacted – Reserved Minutes**

**Resolved:** That

(i) Professor Graham Baldwin be appointed as Vice Chancellor at the University, and

(ii) authority to agree the salary and other detailed terms and conditions of employment be delegated to the Remuneration Committee.

**UB746. Finance Director's Report**

Mr Reilly (Interim Director of Finance) presented his Finance Director's Report (May 2019). He also distributed a further document which provided a summary of the 5 year performance trend (income and expenditure). Copies of the Report and summary document are set out in the Minute Book.

**Text Redacted – Reserved Minutes**

**Resolved:** That the Finance Director's Report (May 2019) be noted.

**UB747. Review of Pensions Provision / Alternative Scheme Design**

As per previous discussions of this matter, interests were declared as follows:

- Mr Edney, Mrs Lowry, Mrs Norris and Mr Fisher – Members of the Local Government Pension Fund with no financial interest relating to the UCLan membership of the fund.

- Mr Ahern, Mr Lee, Mr McMellon and Ms Winters as Members of the Local Government Pension Fund as employees of the University.

Mr Lee (Executive Director for Human Resources) presented a report 'Review of Pension Provision / Alternative Scheme Design', together with appendices. Copies of the report and appendices are set out in the Minute Book.

#### **Text Redacted – Reserved Minutes**

**Resolved:** That the detailed recommendations set out in the 'Executive View' section of the report be agreed.

#### **UB748. Senior Executive Update**

Dr Livesey (Deputy Vice Chancellor (Academic)) presented the Senior Executive Update. A copy of the report is set out in the Minute Book.

#### **Text Redacted – Reserved Minutes**

##### **(iii) Academic Report**

Dr Livesey confirmed that there is now widespread recognition of the need for a review of staffing levels, especially in areas of decline but also where productivity can be improved.

The University's significant rise (up by 27 places) in its league table position is a better performance than anywhere else in the UK. The rise is a reflection of substantive improvements, including in the retention/continuation of students and in rates of student employment on graduation.

Dr Livesey also commented on initiatives designed to further enhance student experience at UCLan and on significant research successes. She explained the Research Excellence Framework (REF) assessment process and the importance to the University of efficient completion of that particular return.

##### **(iv) Quality Assurance**

Dr Livesey commented on the successful professional accreditation visits and on the commencement of the Association for the Advancement of Collegiate Schools of Business accreditation process (affecting the Lancashire School of Business and Enterprise). She also drew attention to the very satisfying outcome of the recent Ofsted monitoring visit at Training 2000 Ltd.

##### **(v) International Update**

Dr Livesey presented Mrs Bromley's section on international matters. She drew attention to the new partnerships being developed. In response to Dr S Ion's question about the strategy within which the international partnerships exist, Dr Livesey confirmed that this was expected to be covered under the strategic discussions scheduled for the second part of the Residential Days.

Mrs Lloyd asked about UCLan's involvement in India and noted the details provided by Dr Livesey (on LSBC work) and by Ms Danino.

## **(vi) Equality and Diversity Update**

The successful Diversity and Inclusion Festival in March 2019 was noted. Dr Livesey also commented on the background to the Athena SWAN award and the need to re-apply for that key award.

The following comments were made:

Mrs Gurjee noted Dr Livesey's explanations on the location of West Lakes campus data in the statistics. Recent successful bids for contracts (Medical and Nursing training) mean that, although the West Lakes contribution remains comparatively small, the new work will necessitate a review of resources and facilities.

Mr Hext reminded the Board that the University's extant objective is to attain a 'top 50' place in the League Tables. He recommended that this objective should be reviewed, with the new Vice Chancellor contributing to that review. Mr Hext also referred to the 'UCLan measures' which had been developed and applied effectively in the past.

Mr Edney confirmed that he expected reports from University Management to include regular and appropriately detailed data on student retention performance.

Ms Danino noted the extent to which student applications can be realistically used in the deployment of resources (including staffing). Dr Livesey confirmed that this will be covered in the Day 2 deliberations.

### **Text Redacted – Reserved Minutes**

Mrs Armstrong also asked about proposals for use of Unconditional Offers. Dr Livesey confirmed that, with Unconditional Offers used on 25% of the University's courses (broadly in line with the rest of the HE sector), systematic and continuous monitoring and evaluation is being applied during this first year. No significant concerns have been identified so far. Dr Livesey also commented on the use made of bursaries and awards.

**Resolved:** That the Senior Executive Update be noted.

## **UB749. Access and Participation Plan**

Dr Livesey (Deputy Vice Chancellor (Academic)) presented the report on the Access and Participation Plan. A copy of the report is set out in the Minute Book.

Dr Livesey reminded the Board about the OfS requirement (and the consequences of non-compliance). She then advised that, in terms of 'access', UCLan performs very well. She gave a number of examples from the report which support this. Similarly, UCLan performs well under 'Continuation'. The need to increase the 'stretch' targets is recognised. While the need for finance-balancing measures at UCLan is not disputed, caution is needed in the bursaries context given the importance of such expenditure in assuring adequate student recruitment and retention.

In considering the detailed Plan, the Board agreed that, in future, it would be helpful for the formal Plan to be accompanied by a separate executive summary.

**Resolved:** That the Access and Participation Plan now presented be approved for submission to the Office for Students.

#### **UB750. International Update**

It was noted that the International Update had been incorporated in the International Update section of the Senior Executive update (UB748(v) above).

(Mrs Connor joined the meeting at this point)

#### **UB751. Embracing a Digital-led Approach to Customer Engagement**

Mrs Connor (Executive Director of Marketing, Communications and Engagement) gave a presentation on the plans for improving the University's main website.

##### **Text Redacted – Reserved Minutes**

**Resolved:** That the presentation on 'Embracing a Digital-led Approach to Customer Engagement' be noted.

(Mrs Connor left the meeting at this point)

#### **UB752. Masterplan Delivery Update**

Mr M Ahern (Chief Operating Officer) presented the Masterplan Delivery Update report (1<sup>st</sup> May 2019). A copy of the report is set out in the Minute Book.

Mr Ahern advised that video presentations of the Masterplan work will be provided later in the Residential event.

In noting Mr Ahern's report and in considering the financial context within which the programme must move forward, Mr W McQueen asked about accessing external funding support. Mr Ahern advised on current bids (over £20m in value), but he concurred with the Chair's assessment that the competition for funding support is now extremely intense.

##### **Text Redacted – Reserved Minutes**

**Resolved :** That the Masterplan Delivery Update be noted.

#### **UB753. Committee Chairs' Updates**

##### **(i) Resources Committee**

Mr Edney (Chair of Resources Committee) reported on the issues covered by the Resources Committee at the meeting on 23<sup>rd</sup> April 2019. He drew attention to the Committee's consideration of proposals for a joint venture with IN4.0. Provisional approval had been given to this initiative and further reports will follow in due course.

##### **(ii) Nominations Committee**

Mrs Adams (Chair of Nominations Committee) reported on the issues covered by the Nominations Committee at the meeting on 16<sup>th</sup> May 2019. She drew attention to the Committee's review of the induction periods of recently appointed Board Members.

(Ms Danino, Mrs Gurjee, Dr Ion, Mrs Lowry, Ms McCarthy and Mrs Norris left the meeting at this point)

Mrs Adams reported that, after due consideration, the Committee had concluded that the six recently appointed Board Members had successfully completed their induction period and that all six should be recommended to the Board for extended appointment.

**Resolved:** That

(i) the Committee Chairs' Updates be noted, and

(ii) the periods of office for Ms Danino, Mrs Gurjee, Dr Ion, Mrs Lowry, Ms McCarthy and Mrs Norris be extended by three years, from 1<sup>st</sup> August 2019 until 31<sup>st</sup> July 2022.

(Ms Danino, Mrs Gurjee, Dr Ion, Mrs Lowry, Ms McCarthy and Mrs Norris returned to the meeting at this point)

#### **UB754. Staff Survey 2019 – follow up**

Mr Lee (Executive Director of Human Resources) presented the follow up report following the initial report to the Board at the last meeting. A copy of the report is set out in the Minute Book.

Mr Lee commented on ongoing actions which were designed to ensure that University's response to the survey remains 'active'. He also commented on the very positive initial reactions to the recent announcement on the new Vice Chancellor appointment.

He noted Ms Danino's points about 'qualitative data' from the survey, but he suggested that only 'top-level' summaries (on the broad themes covered in staff comments) could realistically be produced.

**Resolved:** That the Staff Survey outcomes be noted and the action planning process be supported.

#### **UB755. Prevent Letter**

Dr Livesey (Deputy Vice Chancellor (Academic)) presented the letter dated 14<sup>th</sup> April 2019 on 'Prevent Monitoring : ADR and risk assessment outcome' from the Office for Students (OfS). A copy of the letter is set out in the Minute Book.

It was noted that the OfS letter confirmed that the University's arrangements and practices are in good order.

**Resolved:** That the OfS confirmatory letter dated 14<sup>th</sup> April 2019 be noted.

#### **UB756. Any Other Business**

There was no other business.

#### **UB757. Date and Time of Next Meeting**

**Resolved:** That the next meeting be held on Thursday, 27<sup>th</sup> June 2019, if possible in the new Engineering Innovation Centre Building, on the rising of the Foundation Trustee Meeting commencing at 4.30pm.

**I M Fisher**  
**Clerk to the Board**