

University of Central Lancashire
Unreserved Minutes of the Board Meeting Held on 3rd February 2022 commencing at 5.00pm in the Conference Room, Adelphi Building.

Present :

David Taylor (Chair)

Graham Baldwin	Sue Ion
Zuleikha Chikh	Lesley Lloyd
Nicky Danino	Ruth Lowry
Jim Edney	Anne McCarthy
Ridwanah Gurjee	Lorraine Norris

In attendance :

George Charles (Chief Finance Officer)
Ruth Connor (Deputy Chief Executive)
Ian Fisher (University Secretary and General Counsel and Clerk to the Board)
Carolyn Johnson (Executive Officer to the Vice Chancellor)
Ken Lee (Chief People Officer)
Peter McMellon (assisting the Clerk to the Board)
Fiona Winters (Head of Governance/Deputy Clerk to the Board)

UB993. Welcome and Apologies

The Chair welcomed all present to the meeting.

Apologies for absence had been received from Dr Armstrong, Mr Hext and Mr McQueen. The Chair reported that comments would be passed on to appropriate VCG member(s) and/or fed into the Board's discussions.

UB994. Declaration of Interests

There were no declarations of interests other than those recorded under UB1002 below.

UB995. Chair's Announcements

There were no Chair's announcements.

UB996. Reserved and Unreserved Minutes of the University Board Meeting held on 25th November 2021

Resolved: That the Reserved and Unreserved Minutes of the University Board Meeting held on 25th November 2021 were agreed as a true record and signed by the Chair.

UB997. Matters Arising

(i) UB980(iii) Student Retention

Professor Baldwin advised that, although his Update Report (UB998 below) touched on the current position, he intended to report in more detail on student retention matters at the next Residential session in May 2022.

(ii) UB980(iv) Burnley and Levelling Up Fund

Mr Fisher advised that, whereas it had been expected that the Newtown Mill facilities would be available for occupation by September 2023, subsequent discussions had established that December 2023 is now the revised date for occupation of the new premises. The University's Pro Vice Chancellor (Academic Leadership) was content with this adjustment to the timeline.

The Chair recommended that, in view of the significant upgrades to the Burnley Campus, it would seem appropriate for the next Board meeting to be held at the Burnley Campus.

With regard to UCLan's strategies for East Lancashire and Burnley, Mrs McCarthy felt that it would be useful for the Board to receive an update on how the population in that area was responding to the University's development there. It was agreed that the Pro Vice Chancellor (Academic Leadership) should provide an update on the local response at the next meeting.

UB998. Vice-Chancellor's Update

Professor Baldwin presented his report. A copy of the report is set out in the Minute Book.

Professor Baldwin advised that, on some matters, there had been further developments since distribution of his report. He also confirmed that Student Recruitment matters were, once again, covered under a separate item in the agenda (UB1000 below).

(i) Pandemic 'Plan B' relaxation

Relaxation of the Government's Plan B was a positive development although sensible safeguards will continue to be operated on campus. However, the relaxation has made for much more 'normal' atmosphere around the campus, with students able to experience something much closer to the university lifestyle that they may have hoped for.

Media coverage criticising universities for avoiding 'face-to-face' delivery of teaching (and instead continuing with on-line delivery) was both unhelpful and extremely one-sided and failed to recognise the complexity of learning delivery in universities. Professor Baldwin confirmed that, at UCLan, most teaching is delivered via face-to-face classes. However, students often benefit from the on-line delivery of many subjects and lessons. UCLan is careful not to detract from the student experience by inappropriate use of on-line delivery of classes. Looking ahead, arrangements will be put in place so that prospective students know in advance how much - if any - on-line delivery will be involved.

In responding to Dr Ion's question about the feasibility of a blanket offer of both on-line and face-to-face delivery, Professor Baldwin advised that consideration is routinely given to various delivery mode options. He outlined the main challenges to providing a blanket offer but he confirmed that much use is already made of, for example, facilities to record lessons. It also needed to be recognised that, for some students, face-to-face classes are not the preferred option.

(ii) *RESERVED MINUTE - TEXT REDACTED*

(iii) *OfS Consultation*

Professor Baldwin reported that Susan Lapworth has been appointed an interim Chief Executive of the OfS (in succession to Nicola Dandridge).

Universities await OfS decisions following consultation on the regulation of quality and standards, and specifically on the data which will be used by the OfS to monitor performance. It is expected that OfS intervention will affect provider performance which falls below a set baseline.

RESERVED MINUTE TEXT REDACTED.

The new 'requires improvement' judgment category was noted.

(iv) *Sexual Violence, Domestic Abuse and Harassment*

The Universities Minister's launch of a pledge (to not use Non-Disclosure Agreements) does not give cause for concern to UCLan, but the position will be reviewed by the University Secretary and General Counsel before any decision on the matter is reached.

(v) *People*

Staff have now predominantly returned to working on campus. Following completion of a review of the position, any changes to existing arrangements will be implemented by Easter 2022. It seems likely that some level of flexibility (between working on campus and working from home) will be retained, but only insofar as that is consistent with delivering the full 'student experience' (which includes a vibrant campus feel).

(vi) *Veterinary Medicine/Science*

The new Head of the Veterinary Medicine School received her OBE in January 2022. Progress continues in readiness for a 2022 start for the Foundation programme and a 2023 start for the veterinary medicine programme.

RESERVED MINUTE - TEXT REDACTED

Resolved: That the Vice-Chancellor's Update Report be received.

UB999. RESERVED MINUTE - TEXT REDACTED

UB1000. RESERVED MINUTE - TEXT REDACTED

UB1001. RESERVED MINUTE - TEXT REDACTED

UB1002. RESERVED MINUTE - TEXT REDACTED

UB1003. RESERVED MINUTE - TEXT REDACTED

UB1004. Committee and Working Group Chairs' Updates

(i) Resources Committee

Mr Edney (Chair of Resources Committee) reported on the matters covered by the Resources Committee at the meeting on 13th January 2022. He confirmed that many of the matters reviewed at that meeting (including budget planning for 2022-23 and the AFR submission) had already been addressed earlier in today's Board meeting. In addition, the Committee had also considered the following:

RESERVED MINUTE - TEXT REDACTED

Mr Edney also reported on the plans being developed in order to strengthen and clarify the University's arrangements for the management of intellectual property and spin out companies.

- Appointment of Director - Professor Cathy Jackson was appointed as a Director of UCLan Community Dentists Limited.
- Masterplan Update - Progress towards the 're-opening' of the Student Centre rooftop facility was noted.

(ii) Environmental Working Group

Mrs Lloyd (Chair of Environmental Working Group) reported on the matters covered at the Environmental Working Group meeting on 19th January 2022. These included the following:

- Sustainability achievements so far - carbon emissions have been reduced and printing and plastic usage is also lower. These achievements may be challenged as students return to study on campus. A planned visit to Manchester Metropolitan University (to discover more from MMU's sustainability journey) is consistent with the good collaboration in the sector.
- Carbon literacy activity planned for staff and students
- Appointments to key posts at UCLan (Head of Sustainability and Carbon Energy Manager)
- Completion of the 'Future-proofing our University' Sub-Strategy and monitoring of implementation
- UCLan's good placing in the most recent People and Planet League Table
- Progress to Net Zero - quick wins and focus on road map milestones
- Sustainable Travel - the next survey will be undertaken in February 2022

Mrs Lloyd also advised that University Management had been requested to ensure that written reports are produced in advance of the Group's meetings.

In due course, arrangements will be made to more fully update the Board.

The Chair thanked Mr Edney and Mrs Lloyd for their reports. He added that, with regard to the Environmental Working Group activities, Mrs Lloyd's input is especially appreciated. It is nonetheless important that all Board members should keep in mind the University's environmental/sustainability duties and commitments. The forthcoming campus Conditions Survey should present opportunities for further progress and also for cost

efficiencies. Mr Edney agreed and suggested that space utilisation data indicated that greater efficiency needed to be pursued.

Resolved: That the Chairs' Updates be noted.

UB1005. Any Other Business

(i) Strategic Plan - Monitoring of delivery

Mrs McCarthy asked about arrangements for ensuring that the Board would be able to oversee the delivery of the approved Strategic Plan.

Professor Baldwin summarised the arrangements which are being put in place so as to allow University Management to apply measures and metrics and to review performance on a quarterly basis. He anticipated that oversight by the Board will be facilitated via two updates on performance per annum - towards academic year end and mid-year - including updating narratives. He added that the University's performance management processes are undergoing a general review and that an update on that exercise will be provided at the Residential event in May 2022.

(ii) National Cyber Force

The Chair underlined the importance of the major development based at BAE Systems Samlesbury and the openings for UCLan which this represented (see UB1000 above). He reported on the recent event at which senior representatives of the UK's security services and the Government had attended. The development in general provided an opportunity for involvement which the University ought not to miss.

(iii) Distribution of documentation to Board Members

Mrs Lloyd highlighted the security benefits of using Microsoft Teams to circulate Board documents. It was agreed that the norm for the distribution to individual Board Members of all meetings documentation was 'via MS Teams' and the use of e-mail distribution of confidential material should be minimised as much as possible.

UB1006. Date and Time of Next Meeting

Resolved: That the next meeting be at 10.00am on Thursday, 24th March 2022 at the Burnley Campus. After the meeting, a tour of the University's facilities in Burnley will be provided.

**I M Fisher
Clerk to the Board**