

UNIVERSITY OF CENTRAL LANCASHIRE
UNRESERVED MINUTES OF THE UNIVERSITY BOARD MEETING HELD ON 21ST SEPTEMBER 2017 AT 4.00PM AT THE OFFICES OF TRAINING 2000, FURTHERGATE BUSINESS PARK, HARWOOD STREET, BLACKBURN, BB1 3BD

Note on Confidentiality of Board Papers: All papers and reports discussed at meetings including agenda, draft and signed minutes, are to remain confidential pending consideration by the Group Board, following which they shall be made available to staff and students of the University subject to exclusion of items categorised as confidential by virtue of FOI (named individuals and commercial related information) and excluding Remuneration Committee all agenda, papers and minutes relating to which are to remain confidential

Present:

Janice Horrocks (Deputy Chair)

Ebrahim Adia	Jon Hogan
Fiona Armstrong	Sana Iqbal
Dawne Gurbutt	Lesley Lloyd
Joanne Heaton-Marriott	Mike Thomas
Richard Hext	

In attendance:

Michael Ahern (Chief Operating Officer)
Daniel Benham (Director of Finance)
Liz Bromley (Deputy Vice Chancellor (Corporate Planning and International Strategy)
Ian Fisher (Clerk to the Board)
Ken Lee (Executive Director for Human Resources)
Lynne Livesey (DVC (Academic))
Fiona Winters (Deputy Clerk to the Board)

UB548. Welcome and Apologies

Apologies for absence were received from David Taylor, Andrea Adams, Maria Darby Walker, Jim Edney and Bill McQueen.

The Board welcomed Daniel Benham to his first meeting.

UB549. Declaration of Interests

No additional interests were declared.

UB550. Appointment of Chair and Deputy Chair

The University Secretary reported that, in accordance with the University's previous Instrument and Articles, the Chair and Deputy Chair had been appointed for each forthcoming Academic Year. However, Mr Fisher explained that the requirement to appoint annually is not now a requirement.

Resolved:

- (i) That David Taylor be appointed as Chair of the University Board until further notice; and
- (ii) Janice Horrocks be appointed as Deputy Chair of the University Board until further notice.

UB551. Chair's Announcements

In the absence of the Chair, the Deputy Chair reported the following issues on behalf of Mr Taylor.

(i) **Vice Chancellor Remuneration:-**

The Chair had responded to a "circular" letter to Universities from Lord Adonis in respect of Vice Chancellors' pay. Mrs Horrocks explained that the level of Vice Chancellor remuneration at the University was very much in the "middle of the pack" and well below the higher figures reported recently. The Chair had replied to Lord Adonis in those terms.

In relation to executive pay, Mrs Iqbal requested that consideration be given to the appointment of the Students Union Governing Body Member to the Remuneration Committee. The University Secretary agreed to raise the issue with the Chair of the Board and with the Board's Remuneration and Nominations Committee.

(ii) **Tuition Fees:-**

Given recent rumours regarding potential changes to Student Funding, the Chair had requested the Executive to model the financial implications of the proposals and report back in due course.

(Mr Hext left the meeting during consideration of the next item)

(iii) **Report from Nominations Committee**

In the absence of the Chair and the Chair of Nominations Committee, the University Secretary presented a brief oral update on behalf of the Nominations Committee. Mr Fisher explained that the current Terms of Office of Mr Hext was due to expire this month and that the Committee Members had agreed to recommend the Board to re-appoint Mr Hext for a term of three years expiring on 30th September 2020.

Resolved:- That Mr Hext be appointed as an Independent Board Member for a period of three years expiring on 19th September 2020.

UB552. Reserved and Unreserved Minutes of the University Board Meeting held on 29th June 2017

The Reserved and Unreserved Minutes of the University Board meeting held on 29th June were agreed as a true record and signed by the Chair.

Strictly Private and Confidential – Until Formally Approved

UB553. Matters Arising from the University Board Meeting held on 29th June 2017

UB528. The University Secretary explained that, following the decision of the Board, the Chair was seeking to hold discussions with key partners before commencing the formal process.

UB539. With regard to the ‘Business Case’ template, the Director of Finance reported that this issue was work in progress and that a draft template would be presented to the Resources Committee as soon as possible.

Mr Hogan reported that he and Mr Hext had now met with Mr Benham in order to explain the previous frustrations.

Finally, Mr Hext underlined the need for such Board and Committee Reports to contain relevant financial and activity numbers in order that the Board or Committee is properly able to fully understand the proposal and all its financial implications.

UB554. Update from Vice-Chancellor

The Vice Chancellor presented a Report updating the Board on a number of key issues affecting the University. A copy of the Report is set out in the Minute Book.

Professor Thomas began by thanking the Board for all their support in helping the University in a number of areas including the recent OFSTED ‘Outstanding’ classification, the ‘Silver’ TEF status and the rise in the Guardian League Table. The Vice Chancellor also congratulated Dr Livesey and Mrs Bromley in respect of their roles in support of external organisation and thanked Mr Ahern for his participation in the recruitment processes of partner organisations.

Turning to the Report, Professor Thomas confirmed that the content was largely self-explanatory and for note. However, the Vice Chancellor highlighted the strong surplus generated and thanked Mr Hogan for his support on that issue.

With regard to recruitment, Professor Thomas reported that the current difficult demographical problem would peak next year but that potential student population numbers would begin to rise again in 2019.

In response to a question comparing a 14% reduction in applications to the University as against a 5% fall faced by our competitors, Professor Thomas explained that the University was seeking to focus on increasing the number of conversions to Students rather than the headline figure of applications. Professor Thomas also explained that the fall in applications was due to the University raising our entrance tariffs.

RESERVED MINUTE – TEXT REDACTED

On a related matter, Dr Livesey reported that the University had recently appointed a Head of the new Business School.

Resolved: That the Report be noted.

Strictly Private and Confidential – Until Formally Approved

UB555. International Activity Update

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report updating the Board on International activity, including the recruitment position as at 31st August. A copy of the Report is set out in the Minute Book.

RESERVED MINUTE – TEXT REDACTED

Mrs Bromley also highlighted the apparent importance of the Teaching Excellence Framework ratings to international students and updated the Board on developments in China and possible opportunities in India and Dubai.

With regard to the student voice issue in Cyprus, Mrs Bromley reported that during October she would be accompanying a group of young women to Cyprus and invited Mrs Iqbal to join the visit. Dawne Gurbutt reported that the University's Centre of Excellence of Learning and Teaching (CELT) was also undertaking some work in Cyprus on the student voice issue.

Resolved: That the Report be noted.

UB556. Annual Planning and Budget Process

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report summarising a new approach to delivery planning developed and agreed by the Senior Executive Team. A copy of the Report is set out in the Minute Book.

In introducing her Report, Mrs Bromley recorded her particular thanks to Scott Mullholland (Pro Vice Chancellor Corporate Development) for all his work on this issue. The comments were endorsed by Mrs Iqbal who thanked Mr Mullholland for involving the students in the formulation of the revised new process.

Mrs Bromley then briefly summarised the three phases of the new process and explained that staff would be briefed on the revised arrangements shortly and that further details would also be provided to Members of the Board.

Resolved: That the Report be noted.

UB557. Update on Refining the UCLan Measures

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report updating the Board on the progress made in respect of the various questions and suggestions from the Board at their meeting on 22nd September 2016. A copy of the Report is set out in the Minute Book.

In briefly summarising the Report, Mrs Bromley stressed that the document attached was a first draft and would be refined following input from Executive colleagues and the Board and that individual members were welcome to submit any comments and/or suggestions to her direct.

In that regard, the University Secretary reported that Ms Darby-Walker had submitted a number of comments and questions and that these would be passed on to the relevant Member of the Executive Team.

Strictly Private and Confidential – Until Formally Approved

Mrs Bromley further explained that Mr Mullholland would be producing a ‘dashboard’ document as soon as possible and confirmed that achieving top 50 status in the relevant University League Table remained a key level.

Finally, the Director of Finance reported that he was in the process of formulating a University Financial Health Report and that the Resources Committee would also be required to consider the proposed metrics in that document.

Resolved: That

- (i) the Report and draft detailed Appendix be noted; and
- (ii) a further draft be presented following receipt of comments from Members of the Board and Executive.

UB558. Institutional Risk Register

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report incorporating the new form Institutional Risk Register. A copy of the Report is set out in the Minute Book.

In presenting the Report, Mrs Bromley summarised the format of the new Risk Register and confirmed that the same had been endorsed by the Executive Team and by the Audit and Risk Committee.

Finally, Mrs Bromley briefly explained the likely revisions to the current Register as set out in the Executive Summary of the Report.

In thanking Mrs Bromley for the Report, the Deputy Chair confirmed that the Register would be reconsidered by the Audit and Risk Committee on 31st October and that regular updates would be presented to the Board.

Resolved: That the Report be noted.

UB559. Draft Communications and Marketing Strategy

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report incorporating a first draft of a Communications and Marketing Strategy for consideration by the Board. A copy of the Report is set out in the Minute Book.

In presenting the Report, Mrs Bromley explained that the document was a first draft and had had very little input from Executive colleagues or Members of the Board.

The Board then discussed the matter in detail and agreed that, whilst noting the importance of communications, the University also needs to agree on a clear brand before producing a strategy to market that brand.

In conclusion the Deputy Chair explained that she would suggest to the Chair that the matter be considered further during the off-site event in November. In order to facilitate such a discussion it was suggested that the existing Board Advisory Group plus Mr Benham and Mrs Iqbal meet prior to that time to explore the matter further.

Strictly Private and Confidential – Until Formally Approved

Resolved: That

- (i) the Report be noted; and
- (ii) the matter be reconvened as soon as possible.

UB560. Masterplan Update

The Chief Operating Officer presented a Report summarising the current position in respect of a number of Masterplan initiatives and highlighting various challenges and risks. A copy of the Report is set out in the Minute Book.

RESERVED MINUTE – TEXT REDACTED

With regard to future funding of the Masterplan, Mr Ahern confirmed that, whilst the Board had agreed to allocate £75m, in principle, at the meeting in January 2017, he would, of course, still need to obtain the relevant approvals on a contract by contract basis in accordance with the previously agreed Scheme of Delegation.

Finally, Mr Benham reported that there will be a further report in due course dealing with potential sources of future funding requirements.

Resolved: That the Report be noted.

UB561. Annual Report of the Clerk to the Board

The University Secretary and Legal Officer presented a report as Clerk to the University Board. A copy of the Report is set out in the Minute Book.

In presenting the Report, Mr Fisher explained that the document was for information only and set out the current composition of the Board and its Committees and appended up to date copies of important governance related documents.

Resolved: That the Report be noted.

UB562. Any Other Business

(i) American University of the Caribbean ('AUC')

The Vice Chancellor updated the Board on the initiative to temporarily relocate the AUC Medical School to Lancashire following the recent damage to its campus on St Maarten.

In noting the Report the Board congratulated all the UCLan staff concerned in supporting the students and staff of the AUC so quickly and efficiently. The Board also noted the potential short and long term benefits to the University of the partnership with the AUC.

(ii) Training 2000

Finally, the Deputy Chair formally thanked the staff and students of Training 2000 for their generous hospitality in hosting the meeting and the extremely informative and enjoyable tour of the facilities.

Strictly Private and Confidential – Until Formally Approved

UB563. Date and time of Next Meeting: Board Residential - The Belsfield Hotel, Bowness-on-Windermere

Resolved: That the next Board meeting be held on 16th November 2017 on the rising of the Foundation Trustee Meeting which commences at 2pm.

**I M Fisher
Clerk to the Board**