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UNIVERSITY OF CENTRAL LANCASHIRE
UNRESERVED MINUTES OF THE UNIVERSITY BOARD MEETING HELD ON 17th MAY 2018 AT THE BELSFIELD
HOTEL, KENDAL ROAD, CUMBRIA, LA23 3EL

Present:

David Taylor (Chair)

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|------------------------|-----------------|
| Andrea Adams | Richard Hext |
| Ebrahim Adia | Jon Hogan |
| Fiona Armstrong | Janice Horrocks |
| Maria Darby-Walker | Sana Iqbal |
| Jim Edney | Lesley Lloyd |
| Dawne Gurbutt | Bill McQueen |
| Joanne Heaton-Marriott | Mike Thomas |

In attendance:

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 (Deputy Vice Chancellor (Academic))
Peter McMellon (assisting Clerk to the Board)
Anne Roberts (Executive Assistant to the Vice Chancellor)

UB627. Welcome and Apologies

The Chair welcomed those present to the meeting.

Apologies for absence had been received from Michael Ahern (Chief Operating Officer) and also from Caitlin McLaren (Student Member from July 2018) who had been invited to attend the meeting.

UB628. Declaration of Interests

Mrs Horrocks declared her interest in the matter to be discussed under UB641 (One Health Strategy).

UB629. Chair's Announcements

The Chair reminded the Board about the growing strategic importance of the University's investment in its Cyprus campus and suggested that the time may now be right for a Board meeting to be held in Cyprus in recognition of this development. However, before making any arrangements, Mr Taylor asked Board Members to consider the suggestion and pass on any views to the Clerk before the next meeting.

The Chair also announced that the next meeting of the Board will take place in the newly opened Oasis (Multi-faith) Centre.

UB630. Reserved and Unreserved Minutes of the University Board Meeting held on 22nd March 2018

The Reserved and Unreserved Minutes of the University Board Meeting held on 22nd March 2018 were agreed as a true record and signed by the Chair.

UB631. Matters Arising from the University Board Meeting held on 22nd March 2018

UB625 (1) - IT Support Arrangements for the Board

In Mr Ahern's absence, the Clerk reported on progress in the development of the governance portal. Mr Fisher explained that Board Members would be contacted over the summer with details of the portal.

Mrs Darby-Walker reminded University Management that a report on cyber security systems operated at the University was also expected.

UB632. RESERVED MINUTE

UB633. Masterplan Highways Delivery – Contracting with Lancashire County Council

The Board received a Report from the Chief Operating Officer. A copy of the Report is set out in the Minute Book.

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Resolved: That

- (i) the proposal to contract with Lancashire County Council under the County Council's normal terms and conditions, including the advance payment requirement, be approved; and
- (ii) mechanisms to cover any increases in costs emerging during the programme be put in place.

UB634. Revision of Committee Terms of Reference

The Clerk presented a Report outlining minor modifications to the Terms of Reference for the Nominations Committee and the Remuneration Committee. A copy of the Report is set out in the Minute Book.

In noting the proposed amendments in the Nominations Committee Terms of Reference relating to the awarding of Honorary Fellowships, the Chair reminded the Board that individual Members are welcome to put forward any nominations for consideration via the Clerk.

Mr Fisher confirmed that the process for considering Honorary Fellowships included consultation with key stakeholders including the Students' Union.

Resolved: That the revised Terms of Reference for the Remuneration Committee and the Nominations Committee be approved with immediate effect.

UB635. Vice Chancellor's Update Report

The Vice Chancellor presented his updating Report. A copy of the Report is set out in the Minute Book.

Professor Thomas drew attention to the following:

(i) TEXT REDACTED – RESERVED MINUTE

(ii) Academic Governance

The ongoing Governance Review will culminate in presentation to the University's Academic Board on 20th June 2018, thereby enabling any changes to be made in readiness for the start of the 2018/19 academic year. The usual pre-year review of Academic Board Committees titles and terms of reference will take place.

(iii) Policy Briefing

In confirming that the agenda item 'Significant Changes within the Sector in the last 12 months' (UB637 below) will complement the policy issues reported, Professor Thomas drew attention to the extremely worrying position on Graduate Nurses.

In commenting on the sample 'league tables' in his report, Professor Thomas advised that he had instigated the development of arrangements for external scrutiny of the University's performance as measured in league tables. This should serve to identify where and how performance actually needs to be improved. It was recognised that changes to measures and variable interpretations continued to present challenges.

Professor Thomas confirmed that the University's objective remained to be in the top 50 of universities by 2020. He indicated areas where this had already been attained and he agreed with Mr Edney that the budget-setting process needed to complement other tactics designed to meet the top 50 objectives.

(iv) University Award Wins in 2017/18

Mrs Armstrong drew attention to the impressive range of honours and awards listed in the Vice Chancellor's report.

In thanking Professor Thomas for his Report, the Chair drew attention to the Vice Chancellor's proposal that the Board should have a session on the Research Excellence Framework in the next academic year.

Resolved: That the Vice Chancellor's Report be noted and that the proposal for a Research Excellence Framework session in 2018/19 be endorsed.

UB636. UCLan 2020 Key Performance Indicators - Update

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented the Report showing the latest available data as at 25th April 2018 for all the 'university level' KPIs. A copy of the Report is set out in the Minute Book.

In response to Mrs Horrocks's question, Dr Livesey reported that there had been a drop across the sector on the 'student satisfaction' responses. By comparison, UCLan had produced better responses than the sector average. Dr Livesey gave examples of the strategies within the University's clear focus on enhancing the student experience at UCLan. She confirmed that the 'lower quartile' rating shown against 'Student satisfaction ranking' for 2016/17 was, in fact, incorrect.

In response to Mr Hext's question about the Retention measures/performance, Dr Livesey advised the figures again did not allow a like with like comparison. She confirmed that UCLan's ratings were holding up and in fact a slight improvement had been achieved. There were, however, still significant challenges, particularly on second and third years.

On Brand Recognition, Mrs Bromley referred to the proposals which the University's new Executive Director of Strategic Marketing had in mind and would cover in her presentation later in the day. The change of name process was not expected to entail heavy marketing activity.

In response to Mrs Armstrong's questions on External Research Income and International Students in Preston, Professor Thomas and Dr Livesey commented on the main factors which accounted for the reported decline in research income and on the challenges in international student recruitment.

The Vice Chancellor then advised on ongoing work whereby the 19 KPIs currently used were being reviewed by the Senior Executive Team in order that a smaller number of strategic KPIs might be developed and presented for consideration. In noting this proposal, the Chair asked Professor Thomas to seek input from Board members. It was also agreed that the review should seek to ensure future consistency for comparison over years. Also, steps to eliminate 'clashes' between individual KPIs should be included. KPIs should be further developed so as to serve the University's own internal purposes.

Resolved: That the Report on KPIs as at 25th April 2018 be noted.

UB637. Significant Changes in the Sector Within Last 12 Months

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report updating the Board on the sectoral changes in the last year. A copy of the Report is set out in the Minute Book.

It was noted that the new Minister for Higher Education (Sam Gyimah MP) had begun visiting institutions in the sector, but only with a view to holding informal discussions with students (not management/staff or even student unions) on campus.

Resolved: That the Report be noted.

UB638. Office for Student Registration

The Deputy Vice Chancellor (Corporate Planning and International Strategy) confirmed that the University's registration submission had been sent by the deadline and that a response from the Office for Students (OfS) was expected by July 2018. Before then, the University will be alerted to any issues arising from the submission.

The early moves of the new 'super regulator' were discussed. The Chair commented on the reception given recently by the CUC to the new CEO (Nicola Dandridge) of OfS. This reflected the sector's view that further regulation is unwelcome. However, there is no opt-out from registration, meaning that to some extent all institutions are now effectively exposed to ministerial influence via the OfS.

Resolved: That the Report be noted.

UB639. International Update

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a Report produced by the Executive Director of International Strategy and Partnerships. A copy of the Report is set out in the Minute Book.

In response to Mr Hext's question, Mrs Bromley confirmed that an incorrect figure/year (2030) had been inserted against '40% of the world population' (from Africa). The correct figure/year is 2100.

Mrs Bromley reported that the Executive Director (Mr Tim Steele) continued to work effectively in his role.

Mr Hext asked about developments in Cyprus, having noted that Mr Floros Vonaitis had taken up the role of Chief Executive. The Chair confirmed that Mr Vonaitis was now formally operating as Chief Executive, but that responsibility for academic aspects of the Cyprus campus remained under the Deputy Vice Chancellor (Academic) of the University. It was also noted that recent changes in the operational management had resulted in an improvement in the overall ambience of the campus.

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The Chair asked that the Board's appreciation be conveyed to Mr Steele in acknowledgement of his unstinting input.

Resolved: That the International Update Report be noted.

UB640. Masterplan Update/Summary

The Board received an updating Report on the Masterplan Programme. A copy of the Report is set out in the Minute Book.

Mr Edney reported that the Report had been reviewed at the Resources Committee meeting where it had been confirmed that, in addition to the shortened monthly summary report as now presented, full detailed reports on the Masterplan Programme will continue to be available to all Board members.

In noting the Report, the Board asked for details of possible targets and timetable in which the University would seek to reach the targets.

Resolved: That the Masterplan Programme update report be noted.

UB641. One Health Strategy

Mrs Horrocks presented the Briefing Report on the development of the 'One Health University' strategy. A copy of the Briefing Report and the draft of the Strategy document are set out in the Minute Book.

Mrs Horrocks summarised the emergence and objectives of the initiative which was consistent with the University's long-standing involvement in medical training and services. The One Health initiative aimed to mobilise and co-ordinate the University's collective expertise in order to improve further the development both of students and of the health sector workforce.

The initiative is undoubtedly ambitious, but it is also entirely consistent with the University's overarching Strategic Plan and other related initiatives. The generation of solutions for the many challenges facing the health and social care sector will be achieved through the harnessing of the University's in-house expertise and experience. The draft Strategy has been developed with the involvement of all areas of the University and a formal launch of the One Health Strategy is scheduled for 5 July 2018, coinciding with the 70th anniversary celebration of the National Health Service. Thereafter, appropriate performance indicators and measures will be developed. Mr Hext urged that measurable metrics should be used.

The Vice Chancellor reminded the Board of the range of health-related achievements and contributions which lay behind the University's standing in this context. It was therefore most appropriate that the University should seek to take a strategic lead as now proposed.

In commenting on the current draft Strategy, the need for clarity as to which areas of the University are directly involved was noted, as was the advice that simple format and language would make the document more accessible to a wider readership. Mrs Horrocks commented on the anticipated input from the University's Communications team and the intention to include animations in the final version.

However, any additional comments from Board Members would also be welcome. In that regard, it was agreed that the final draft be presented to the next meeting for formal endorsement by the Board. In the interim, Mrs Horrocks undertook to have further discussion with Mrs Iqbal and the Students' Union in order to ensure that account is taken of the Student voice.

Regarding the launch event, the Chair urged that consideration be given to the identification of a suitably high-profile person to headline the event on 5th July 2018.

Resolved: That

- (i) the Report and draft Strategy be noted and the One Health initiative be endorsed; and
- (ii) the final draft Strategy be presented to the next meeting for approval.

UB642. Committee Meetings – Reports from Chairs

(i) Resources Committee

Mr Edney summarised the deliberations of the Resources Committee meetings on 22nd March 2018 and 17th May 2018. He explained that the reports included updates on pensions matters and on Training 2000 Ltd. Other matters considered had been covered under items earlier in the Board's agenda above.

(ii) Nominations Committee

Mrs Adams reported that the Nominations Committee on 17th May 2018 had reviewed applications received for Board membership. The quality of the applications was generally very good and the Committee anticipated proceeding to make appointment recommendations to the Board following the completion of an interview process.

(iii) Remuneration Committee

Mrs Adams reported that the agenda for Remuneration Committee meeting on 17th May 2018 had included Executive succession planning, the procedure for claiming expenses and the procurement of external consultancy advice.

Resolved: That the Reports on Resources Committee (22nd March 2018 and 17th May 2018), Nominations Committee (17th May 2018) and Remuneration Committee (17th May 2018) be received.

UB643. Finance Director's Report

The Board received a Report from the Finance Director providing an update on key Finance issues as at 11th April 2018. A copy of the Report is set out in the Minute Book.

Resolved: That the Report be noted.

UB644. Any Other Business

(i) Forthcoming Events

The Chair drew attention to the list of forthcoming events circulated at the meeting to which all Board members are invited and encouraged to attend.

(ii) Graduation Ceremonies

The Chair reminded Board members to contact the Deputy Clerk about their individual availability for the July 2018 Graduation Ceremonies.

(iii) Oasis Multi-Faith Centre

Mrs Iqbal reported on the recent opening event for the University's new Multi faith Centre, Oasis. Mrs Iqbal reminded the Board about the long history of campaigning for a suitable resource. Progress had eventually been achieved through the current Executive Team and Board. Importantly, every aspect of the Oasis development had paid heed to the Student Voice, and now a vibrant and cohesive facility was available to the University's students and staff.

Mrs Iqbal thanked the Board for supporting her drive for this key development.

UB645. Date and time of Next Meeting

Resolved: That the next Board meeting be held in the Oasis Multi faith Centre on 28th June 2018 on the rising of the Foundation Trustee Meeting which commences at 5.00pm.

A Prevent training session for all Board members will take place at 4.00pm on that date.

**I M Fisher
Clerk to the Board**