

**UNIVERSITY OF CENTRAL LANCASHIRE  
UNRESERVED MINUTES OF THE UNIVERSITY BOARD MEETING HELD ON 25<sup>th</sup> JANUARY 2018  
COMMENCING AT 4:30PM IN THE CONFERENCE ROOM, ADELPHI BUILDING.**

**Present:**

David Taylor (Chair)

Ebrahim Adia	Janice Horrocks
Fiona Armstrong	Sana Iqbal
Maria Darby-Walker	Lesley Lloyd
Jim Edney	Bill McQueen
Dawne Gurbutt	Mike Thomas
Joanne Heaton-Marriott	

**In attendance:**

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

**UB588. Welcome and Apologies**

The Chair welcomed those present to the meeting and reported that apologies for absence had been received from Andrea Adams, Richard Hext and Jon Hogan. Apologies for absence had also been received from Ian Fisher.

**UB589. RESERVED MINUTE**

**UB590. Chair's Announcements**

- (i) **New Social Spaces Tour** - The Chair reported that all who had participated in the tour of the newly opened Social Spaces has been most impressed by the new developments which considerably exceeded expectations. He congratulated the University's Masterplan team on this achievement.
- (ii) **Forthcoming Conferences** – The Chair drew attention to two conferences to be hosted by the University. On 20<sup>th</sup> February 2018, the University would host the UUK Conference, and on 22<sup>nd</sup> February 2018, a Board of Trade event would take place on campus, with senior Government Ministers in attendance. The latter conference would be a highly prestigious event, offering excellent public relations opportunities for the University.

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### **UB591. Reserved and Unreserved Minutes of the University Board Meeting held on 16<sup>th</sup> November 2017**

The Reserved and Unreserved Minutes of the University Board Meeting held on 16<sup>th</sup> November 2017 were agreed as a true record and signed by the Chair.

### **UB592. Matters Arising from the University Board Meeting held on 16<sup>th</sup> November 2017**

#### **UB566(i) and 578 - RESERVED MINUTE**

**UB576** – Mrs S Iqbal reported that she had obtained confirmation that there was no legal obstacle to Independent Members of the University Board also sitting on the Board of the Students' Union.

#### **UB581 - RESERVED MINUTE**

*(Janice Horrocks left the meeting for the duration of consideration of the following item)*

### **UB593. RESERVED MINUTE**

### **UB594. Annual Efficiency Return 2016-17**

The Board received the first Annual Efficiency Return. The Director of Finance explained that this had now replaced the Value for money report previously submitted by universities. A copy of the Report is set out in the Minute Book.

Mr Benham outlined the new arrangements which the Finance Team had been required to install, for the first year return (2016-17) a 'retro-fit tracking arrangement had had to be applied. He confirmed that other universities had had to adopt similar approaches. In future years, completion and submission of the Return would be factored into the overall cycle of financial exercises.

**Resolved:** That the approach to completion as outlined by the Director of Finance be agreed.

### **UB595. Technical Changes to Loan Covenants**

The Director of Finance presented the Report which explained why a minor change to the definitions within the University's two loan covenants had been requested by Barclays Bank. A copy of the Report is set out in the Minute Book.

Mr Benham confirmed that the Resources Committee had considered and accepted the request for the change.

**Resolved:** That

- (i) the proposed changes to the loan covenants be noted and endorsed; and
- (ii) the Board be recommended to agree the proposed change and authorise the execution of the necessary resolution as presented.

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### UB596. Internal Audit Service

The Chair presented the report and recommendation following the meeting of the Audit and Risk Committee meeting on 31<sup>st</sup> October 2017. A copy of the Report is set out in the Minute Book.

The Chair suggested that the recommendation outlined the most preferable way to proceed in the matter of Internal Audit services provision in the present circumstances. Mr B McQueen confirmed that the one year extension (to the existing contract for Internal Audit services held by PricewaterhouseCoopers) would assist in a number of regards, including allowing for a co-ordinated appointment exercise (both Internal and External Audit services) later in the year.

**Resolved:** That the contract for the provision of Internal Audit services by PricewaterhouseCoopers be extended for further twelve months from 1<sup>st</sup> August 2018 to 31<sup>st</sup> July 2019 on the existing terms and conditions.

### UB597. Equality, Diversity and Inclusion Annual Report 2017

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented the 2017 Annual Report as produced by the recently appointed Equality, Diversity and Inclusion Manager (Mrs Linda Tompkins). A copy of the Report is set out in the Minute Book.

On the 'Staff' sections of the report, Mrs Bromley drew attention to the following:

- while there are more female than male employees, the majority of female employees hold lower-paid positions;
- more male than female employees declare having a disability;
- 36% of all staff decline to disclose their religion;
- Nearly 50% of all staff decline to disclose their sexual orientation.

On the 'Students' sections of the report, Mrs Bromley drew attention to the following:

- There were more female than male students;
- The 'age on entry' of students confirmed that more than 50% of all students are aged over 21 years.

Mrs F Armstrong sought reassurances on the University's equal pay and Mr K Lee confirmed that the University applied pay policies which did not differentiate on gender lines. He advised, however, that imbalances between genders still existed at different levels within the University structure and within certain services. This continued to be the focus of ongoing considerations.

Mrs Bromley reported on the ongoing internal review (by Mr Aidan Worsley - Executive Dean : Faculty of Business, Law and Applied Social Sciences) and suggested that one outcome from this review was likely to be clarification of the need, if any, for the University's funding of its EDI service to be bolstered. The Vice Chancellor provided further information on the background to and brief for the internal review of EDI.

The Chair then presented a related question which Mr R Hext had posed about sexual harassment in the University. Mr Lee advised that, while there was nothing to suggest that the University had a problem in that regard (he confirmed that there were no ongoing sexual harassment cases), his team and the Senior Executive Team (SET) remained vigilant and were currently engaged with the recognised trade unions in investigating whether the complaints procedures available to staff were appropriately accessible, with sufficient openings for the airing of grievances, both formal and informal. Mr McQueen urged that

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consideration be given to the effective contribution which third party mediation offered in the resolution of such matters.

Mrs S Iqbal reported on lines of investigation and review currently being followed by the Students' Union. The University had applied robust and effective approaches to safeguarding in general, but further work on 'lack of respect' and on the defining of 'zero tolerance' continued.

The Chair advised on the beneficial impact which the engagement of external consultants had had (in the 'Kick Racism Out' context) at PNE FC and Mr McQueen and Mrs Darby-Walker mentioned their experiences of good, pro-active external engagements.

**Resolved** : That the Equality, Diversity and Inclusion Annual Report 2017 be approved.

### UB598. Update from Vice Chancellor

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

Professor Thomas drew attention to the following:

- **RESERVED MINUTE – TEXT REDACTED**
- **Current Policy Issues in the Higher Education Sector** : Professor Thomas commented briefly on the range of issues included in his report. He advised that the subscription fee rate for membership of the Office for Students was now the most compelling aspect of that development. He commented on the employment contract wording requirements in the Research Excellence Framework, updating the Board on current UCLan wording. Brexit continued to command much attention. Likely future policies on tuition fees remained too vague at the present time as to merit productive scenario planning. In that regard, Mrs Bromley offered to seek to facilitate a presentation on current policy development at the Board. Finally, Professor Thomas commented briefly on his reports on the Autumn 2017 Budget, the Teaching Excellence Framework and the CBI.
- **RESERVED MINUTE – TEXT REDACTED**
- **Awards** : The Board added their congratulations to both Professor Lubaina Himid (Turner Prize winner) and Dr Melinda Tan (CBE in New Year's Honours List). Mr Ahern reported on Professor Himid's kind offer to assist the University by personally contributing to artwork aspects when the new Student Centre is constructed.

**Resolved:** That the Vice Chancellor's update report be noted.

### UB599. RESERVED MINUTE

### UB600. University Risk Register

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented the updated University Risk Register. A copy of the Report is set out in the Minute Book.

Mrs Bromley confirmed that the further development of the Register format as requested by the Board would be evident when the next update is presented, following presentation at Audit and Risk Committee

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on 23<sup>rd</sup> February 2018. Mrs Bromley then commented on the 'Mitigation and Tracking' updates for the individual risks.

The Board discussed how risks were treated/recorded where a sector-wide impact had been identified, noting that such occurrences often had variables degrees of impact on individual institutions.

### **RESERVED MINUTE – TEXT REDACTED IN PART**

**Resolved:** That the Risk Register be noted and the comments of the Board be fed into the ongoing review process.

#### **UB601. Masterplan Update**

The Chief Operating Officer presented a Report updating the Board on delivery of the Masterplan. A copy of the Report is set out in the Minute Book.

The Board noted Mr Ahern's further comments on negotiations with Lancashire County Council and on the engagement of contractors. Mr Ahern also reminded the Board, in broad terms, of the different sources which contributed to the funding of the Masterplan. He reported that progress to date had been achieved within budget limits.

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

#### **UB602. Delivery Planning Update**

The Chair drew attention to the Delivery Planning Update Report produced by Mr S Mulholland (Pro Vice Chancellor – Corporate Development). A copy of the Report is set out in the Minute Book.

**Resolved:** That the Report be noted.

#### **UB603. Finance Restructure**

The Director of Finance presented his Report on the restructuring of the University's Finance service. A copy of the Report is set out in the Minute Book.

**Resolved:** That the Report be noted.

#### **UB604. Finance Director's Report**

The Director of Finance presented a Report updating the Board on key financial issues. A copy of the Report is set out in the Minute Book.

**Resolved:** That the Report be noted.

#### **UB605. Research Integrity Assurance Report**

The Chair presented the Report produced by the Deputy Vice Chancellor (Academic). A copy of the Report is set out in the Minute Book.

**Resolved:** That

- (i) the report on issues of research integrity be noted' and

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- (ii) the review of research ethics planned for 2017-18 academic year be noted.

### **UB606. Committee Chairs' Updates**

The Chair presented the Reports provided by the Committee Chairs on the meeting of the Resources Committee on 23<sup>rd</sup> October 2017 and the Audit and Risk Committee on 31<sup>st</sup> October 2017. Copies of the Reports are set out in the Minute Book.

Mr J Edney added that, following the meeting of the Resources Committee on 10<sup>th</sup> January 2018, arrangements had been made for the circulation of the approved Information and Technology Strategy and the new Business Case template to all members of the Board.

**Resolved:** That the Reports be noted.

### **UB607. Any Other Business**

There was no other business.

### **UB608. Date and time of Next Meeting**

**Resolved:** That the next meeting be held on 22<sup>nd</sup> March 2018 at 4:30pm.

The Chair added that the possibility was being investigated of the venue on this occasion being BAE Systems, Samlesbury.

**F Winters**  
**Deputy Clerk to the Board**