

University of Central Lancashire

**Unreserved Minutes of The Board Meeting Held On 11th September 2018, Commencing At 5.00pm
At UCLan Victoria Mill, Trafalgar Street, Burnley**

Present:

David Taylor (Chair)

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

In attendance:

Michael Ahern (Chief Operating Officer)
Liz Bromley (Deputy Vice Chancellor (Corporate Planning and International Strategy))
Ruth Connor (Executive Director – Marketing, Communications & Engagement) – in part
James Crooks (Director of Learning and Information Services) – in part
Ian Fisher (Clerk to the Board)
Ken Lee (Executive Director for Human Resources)
Lynne Livesey (Deputy Vice Chancellor (Academic))
Peter McMellon (assisting the Clerk to the Board)
Mark Wilkinson (Associate Learning Technologist – Learning & Information Services) – in part
Fiona Winters (Deputy Clerk to the Board)
Sarah Woolford (Deputy Finance Director – Acting Finance Director)

UB668. Welcome and Apologies

The Chair welcomed all present to the meeting. For the benefit of new members, there was a brief round-the-table introduction.

Apologies for absence had been received from Fiona Armstrong and Richard Hext.

The Chair also reported that Mr Hext had submitted a number of comments which would be fed into the discussion as appropriate.

UB669. Declaration of Interests

No additional declarations of interests were made.

UB670. Chair's Announcements

- (i) The Chair thanked those who had assisted in the co-ordination of the meeting and tour at the University's recently acquired Victoria Mill premises. It had also been useful to meet the Burnley Borough Council's Leader (Councillor Mark Townsend), Chief Executive (Mr Mick Cartledge) and Head of Regeneration and Planning Policy (Ms Kate Ingram) before the meeting.
- (ii) In addition to the agenda documentation, Mr Fisher drew attention to further documents (on overseas student recruitment) provided for information by Mr Hext.

UB671. Reserved and Unreserved Minutes of the University Board Meeting held on 28th June 2018

Resolved: That the Reserved and Unreserved Minutes of the University Board Meeting held on 28th June 2018 were agreed as a true record and signed by the Chair.

UB672. Matters Arising from the University Board Meeting held on 28th June 2018

Minute UB648: The flight options for the November 2018 meeting of the Board were far from ideal and thus consideration will instead now be given to holding the March 2019 Board meeting at the University's Cyprus campus.

Minute UB658: The Vice Chancellor reported that the University had not yet received the General Medical Council's response following the annual audit in June 2018. No decision on a possible additional allocation of NHS student places had yet been announced.

Minute UB658: The Vice Chancellor clarified that, during the 2017/18 academic year (which spans the summer break period), there had been two student suicides and one student death through misadventure. A report on the University's mental health provisions and safeguards will be presented in due course.

UB673. Reserved Minute

(Mr Crooks and Mr Wilkinson joined the meeting at this point)

UB674 Cyber Security Update

Mr Crooks (Director of Learning and Information Services) provided a PowerPoint presentation covering the key elements of the Cyber Security Update report which had been distributed with the agenda. A copy of the report and presentation are set out in the Minute Book.

Mr Crooks's presentation included the following:

- Governance : arrangement in place to oversee maintenance of adequate security and quality of data, and consideration of the types of metrics which will allow the University Board ultimately to ensure that appropriate safeguards and systems are in place.
- Training and Awareness : Mandatory staff training (covering data protection/GDPR, information security and safeguarding) has been applied to all staff. Other sources of support are available (from LIS and from the University's Information Governance Manager). It is recognised that the main risks are inevitably linked to 'human error' (eg misuse of e-mail facilities, opening of 'phishing' links etc) and much of the training has been focused on this vulnerability. Some innovative tactics have been effective in communicating the right messages to staff.

- Technical approaches : a range of technical applications are used by the University and these generally ensure that the environment is as secure as possible.

Mr Crooks then indicated how cyber security might develop in the future.

In discussing the presentation and report, Board members asked about the containment of social media risks, noting that the University applied only very limited use of 'site blocking' so as to ensure that as much freedom as possible is available to users (staff and students). Mr Crooks outlined his team's response to security breach notifications.

It was agreed that 'IT expertise' should be added to the categories of experience sought in the recruitment of new Board members.

The Chair noted that the Audit and Risk Committee routinely monitored the University's exposure to cyber security risks.

Finally, Mr Ahern confirmed that, in line with the Board's previous approval, Surface Pro tablets are now used across the University in faculties and Service teams.

Resolved: That the report and presentation on Cyber Security be noted.

UB675. Governance Portal

Mr Wilkinson (Associate Learning Technologist – Learning and Information Services) gave a presentation on the 'Teams' based portal facility which is being developed so as to allow the secure and efficient provision of Board/Committees meetings documentation to Board members. The new portal will also afford other facilities which will, in due course, support governance in the University.

Mr Wilkinson demonstrated how key documentation (and particularly agenda documentation) will be shared with Board/Committee members, obviating the need for mass paper production and cutting out the e-mail associated risks. Each Board member has been assigned a UCLan e-mail address in order to access the new facility. The portal will also be accessible using whichever devices (home pc, smartphone, laptop, tablet etc) each individual prefers to use.

In response to a question from the Chair, Mr Wilkinson assured the Board that adequate support and training will be available so as to allow individual members to engage with the new facility.

Resolved: That use of the Governance Portal be progressively introduced by offering Board and Committee members the option of accessing documentation for future meetings via the Governance Portal, with technical support available to assist those who choose to use the Portal.

(Mr Crooks and Mr Wilkinson left the meeting at this point)

UB676. Annual Report of the Clerk to the Board

The University Secretary and Legal Officer as Clerk to the Board presented his Annual Report on the 2017/18 academic year, together with the final Schedule of Meetings for 2018/19 and the Register of Interest Form for 2018/19. Copies of the Report and other documents are set out in the Minute Book.

Mr Fisher commented on the membership changes during 2017/18 as recorded in his Report. He also drew attention to changes in the Register of Interests pro-forma (reflective of Office for Students guidance) and requested that individual Board members complete and return the 2018/19 update as soon as possible. Finally, Mr Fisher explained that a further report incorporating some amendments to

Committee Terms of Reference to reflect changes to relevant guidance etc would be presented to the next meeting.

Resolved: That the Report be noted.

UB677. OfS Accountability Return – Financial Forecast

The Deputy Finance Director – Acting Finance Director presented her report on the University's Financial Forecast submission to the Office for Student (OfS). A copy of the report is set out in the Minute Book.

Mrs Woolford advised that, although the submission is in a format which is very similar to that previously used by HEFCE, there is now a different submission date (September instead of July). Mrs Woolford confirmed that the figures for 2018/19 reflect the University's approved budget for the current year. She also drew attention to the review of the figures for the subsequent 3 years which now reflected more prudent forecasts on income and surplus growth for those years.

Text Redacted

Resolved: That the consolidated multi-year forecast and commentary for submission to the Office for Students be approved.

UB678. Recruitment Overview 2018/19 – 2019/20

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a report providing an overview on recent student recruitment activity at the University during the clearing period. A copy of the report is set out in the Minute Book.

Mrs Bromley reported that up-to-date figures and forecasts indicate that the University is currently in a very strong position and looks set to achieve the budget targets for student recruitment. She went on to comment on the new tactics and approaches, including early offers and ongoing contact with applicants, which had been deployed and the extent to which these had been more effective than reliance on the clearing period. Inevitably, student recruitment success between areas was variable. She pointed to the high level of success on Nursing courses and contrasted this with disappointment in other areas. However, the overall position is that the University is 384 students ahead of the September target. She advised on the position on the later starting date programmes, where activity is still concentrated. A 95% progression rate (September starts) is now forecast. The Foundation Year recruitment has been very strong. International recruitment is predicted to be strong and in line with targets.

The Board then considered how the 'unconditional offer' approach had contributed to the reported position. Recruitment tactics and performance elsewhere in the sector were noted. It was also noted that the entry standards had been maintained at UCLan.

Mrs Bromley advised on the marketing activities (including the new campaign and the website development) being undertaken to address ever-changing demographics and expectations. The need for national Government steps (eg., on student visa availability) to assist international recruitment is urgently needed.

The Board discussed the various factors which appeared to have contributed to the strong student recruitment position as reported by Mrs Bromley.

Resolved: That the report on student recruitment be noted.

(Mrs Connor joined the meeting at this point)

UB679. Marketing and Communications

Mrs Connor (Executive Director – Marketing, Communications & Engagement) gave a presentation which centred on the University's new 'UCLan Together' campaign.

Mrs Connor's presentation covered the extremely competitive context within which UCLan would be recruiting undergraduate students for September 2019. She outlined the campaign's objectives and specified the measures of success which will be applied. The different approaches for mature students and for 'Generation Z' students were illustrated and contrasted with the activities applied elsewhere in the sector.

The University had worked with 'Concept' (a Manchester-based agency) and had applied the 'Together' theme to 'learning' and 'the community'. There had been much positive feedback from within the University and external testing is also proceeding. A range of responses – all very supportive – from a mixed range of target audiences was displayed.

The Board then watched the end-product video which had already aired in cinemas. A separate video on the filming process was also shown. Mrs Connor undertook to provide the web-link to the videos.

On discussing the presentation, there was unanimous agreement that this represented a significant step forward. The follow-up proposals were noted, as was the 'versatility' of the main theme.

The Chair thanked Mrs Connor for her presentation and for her co-ordination of an impressive team effort.

(Mrs Connor left the meeting at this point)

UB680. Update from the Vice Chancellor

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

Professor Thomas suggested that the section on Student Recruitment demonstrated SET's commitment to effective management of student recruitment and associated budget challenges.

He confirmed that the Destination of Leavers from HE (DLHE) report confirmed a continued trend of improvement at the University, with UCLan ranking for part-time positive outcomes now in the national top 10%.

Regarding the Burnley College and UCLan Partnership Update, developments as reported were noted together with the Deputy Vice Chancellor (Academic)'s confirmation that strategic decisions on the future of the Partnership are likely to be required. The outcome of the Government's Higher Education Review (report due in Autumn 2018) may point the way forward.

In discussing the Partnership, it was again confirmed that the University's relationship with Burnley Borough Council is very positive with the Council most supportive of the University's contribution to the educational development of the town.

On Government policies, Professor Thomas confirmed that ongoing uncertainties continued to frustrate the sector, although Brexit is by no means the only source of concern.

Finally, Professor Thomas drew attention to the impressive list of awards achieved by the University, and particularly to the unprecedented attainment of 5 short-listings for the prestigious Times Higher Education Awards. This obviously translated into excellent publicity for the University.

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

UB681. International Update – August 2018

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a report providing an update covering key activities in international recruitment, international partnership development, partnership maintenance and UCLan Cyprus. A copy of the report is set out in the Minute Book.

Observations and congratulations offered by Mr R Hext were noted.

Resolved: That the International Update report be noted.

UB682. Alder Hey Institute in the Park – Update

The Deputy Vice Chancellor (Academic) presented a report providing an update on progress in the University's partnership with Alder Hey Children's Hospital Trust. A copy of the report is set out in the Minute Book.

It was noted that the official opening of the 'Institute in the Park' development will be in January 2019.

Resolved: That the report on the Partnership with Alder Hey Children's Hospital Trust be noted.

UB683. Masterplan Delivery Update

The Chief Operating Officer presented the latest Masterplan performance summary report. A copy of the Report is set out in the Minute Book.

It was noted that the Programme is on time and within budget. The potential for this position to be affected by new or emerging risks was noted, as were Mr Hext's comments on the need for an updated forecast of Masterplan expenditure.

The Chair reminded the Board that the Resources Committee provided close and effective monitoring of Masterplan progress.

Resolved : That the Masterplan performance summary report be noted.

UB684. Chairs' Updates – Resources Committee (23rd July 2018) and Nominations Committee (11th September 2018)

Resources Committee: The Chair of the Committee (Mr Edney) advised that consideration of Training 2000 and Pensions Provision were covered in the separate agenda items on the Board agenda.

Nominations Committee: The Chair of Nominations Committee (Mrs Adams) reported that, having considered Honorary Fellowship arrangements, the Committee now recommended that the process for nominations should be extended to include a 'Corporate Award'.

Mrs Adams also requested on behalf of the Committee that individual Board members should contribute to the nominations process as actively as possible. It was agreed that the process and criteria would be

circulated to Board members. Nominations for consideration should be notified in the first instance to the Deputy Clerk.

Resolved: That

- (i) the Committee update report be noted; and
- (ii) the Honorary Awards nominations process overseen by the Nominations Committee be extended to include non-academic 'Corporate Awards'.

UB685. Training 2000 Ltd – Update Report and Parent Guarantee

The Deputy Vice Chancellor (Academic) presented a report on recent developments at Training 2000 Ltd. A copy of the report is set out in the Minute Book.

Dr Livesey's report covered the restructure plans now in place and the appointment of an interim CEO. A 'T2000 Turnaround Team', led by an experienced consultant (Mr Mike Tynan), is assisting in the re-organisation process.

The Board's attention was also drawn to the recommended extension of the University's current 'parent guarantee' to Training 2000 Ltd which serves to underpin the financial stability of the company.

Resolved : That

- (i) the update report on Training 2000 Ltd be noted, and
- (ii) extension of the period of the current parent guarantee to Training 2000 Ltd by a further 18 months (1st February 2019 to 31st July 2020) be approved.

Resolved: That the Report be noted.

UB686. Lancashire Forensic Science Progress Report

The Deputy Vice Chancellor (Academic) presented a report providing an update on progress on the University's collaboration with Lancashire Constabulary and the Police and Crime Commissioner for Lancashire in the establishment of the Lancashire Forensic Science Academy. A copy of the report is set out in the Minute Book.

Board members noted that the Academy is now established and is operating to deliver CPD and to enhance the learning experience of UCLan students. Building work has also commenced at the Constabulary Headquarters.

Resolved : That the report on the Lancashire Forensic Science Academy be noted.

UB687. Pensions Provision Update – September 2018

The Executive Director of Human Resources presented his report on Pensions Provision, together with the detailed report produced by Mercers. Copies of both reports are set out in the Minute Book.

It was noted that the Mercers report had already been reviewed at Resources Committee on 23rd July 2018 and that further consideration will be given to aspects of the report at the Committee's meeting on 31st October 2018.

Resolved : That the report on Pensions Provision be noted.

UB688. Institutional Risk Register

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented the updated University Risk register as presented to and reviewed by the Audit and Risk Committee in June 2018. A copy of the report is set out in the Minute Book.

The Board noted the outcomes of Audit and Risk Committee's review of the Register and the movements noted and/or requested by the Committee. Timely submission of the OfS Registration submission also means that Risk 029 will now be deleted.

Resolved: That the report and revised Risk Register be noted.

UB689. Any Other Business

There was no other business.

UB690. Date and Time of Next Meeting

Resolved: That the next meeting be held on Thursday, 15th November 2018 at the Belsfield Hotel, Windermere.

**I M Fisher
Clerk to the Board**