

University of Central Lancashire

Unreserved Minutes of The Board Meeting Held On 21st March 2019, Commencing At 5.00pm In The Conference Room, Adelphi Building

Present:

David Taylor (Chair)

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

In attendance:

Michael Ahern (Chief Operating Officer)
Liz Bromley (Deputy Vice Chancellor (Corporate Planning and International Strategy))
Ian Fisher (Clerk to the University Board)
Ken Lee (Executive Director for Human Resources)
Lynne Livesey (Deputy Vice Chancellor (Academic))
Peter McMellon (assisting the Clerk to the Board)
Anne Roberts (Executive Assistant to the Vice Chancellor)
Ebrahim Adia (Provost Burnley Campus) (in part)

Prior to the meeting, Board members visited the new Engineering Innovation Centre.

UB723. Welcome and Apologies

The Chair welcomed all present to the meeting. Apologies for absence had been received from Fiona Armstrong, Richard Hext and Lesley Lloyd.

The Chair reported that Mr Hext and Mrs Armstrong had submitted comments on agenda items. He undertook to feed these into the discussion as appropriate.

UB724. Declaration of Interests

No additional declarations of interests were made.

UB725. Chair's Announcements

The Chair had no announcements on this occasion.

UB726. Reserved and Unreserved Minutes of the University Board Meeting held on 31st January 2019

Text Redacted– Reserved Minutes and to the addition of Mrs Norris to the apologies for absence received in the Unreserved Minutes, the Reserved and Unreserved Minutes of the University Board Meeting held on 31st January 2019 were agreed as a true record and signed by the Chair.

UB727. Matters Arising from the University Board Meeting held on 31st January 2019

There were no matters arising.

UB728. Equality, Diversity and Inclusion Policy

The Deputy Vice Chancellor (Corporate Planning and International Strategy) presented a report incorporating the draft University Equality, Diversity and Inclusion Policy. Mrs Bromley also drew attention to the 'Diversity and Inclusion Festival' brochure which had been distributed to all Board members. Copies of the draft Policy and the brochure are set out in the Minute Book.

In response to a question from Mrs McCarthy, Mrs Bromley explained that subsequent reports on performance against the Policy will include the use of KPIs and other metrics. Mrs Bromley undertook to discuss proposals for reporting and measuring performance with Mrs McCarthy.

Resolved: That the Equality, Diversity and Inclusion Policy now presented be approved.

UB729. Modern Slavery and Human Trafficking Statement

Mr Lee presented a report incorporating a proposed Modern Slavery and Human Trafficking Statement. A copy of the report is set out in the Minute Book.

In briefly summarising the report, Mr Lee confirmed that the Statement dealt mostly with the University's procurement practices.

In response to a question from Dr Ion, Mrs Bromley outlined the arrangements in the Finance Team for the checking of suppliers of goods and services.

Mrs Darby-Walker suggested that checking of suppliers should also cover cyber security considerations. Mr Ahern confirmed that there are arrangements in place for such checks.

Resolved: That the Modern Slavery Statement be approved.

UB730. Senior Executive Update

Mrs Bromley and Dr Livesey presented the Senior Executive Update. A copy of the report is set out in the Minute Book.

Mrs Bromley confirmed that future Updates will include a 'hot topics' section in the Executive Summary.

(i) Text Redacted – Reserved Minutes

(ii) Text Redacted – Reserved Minutes

(iii) Academic Report

Dr Livesey presented the Academic Report section.

Regarding the 'Academic business shape and growth' section, Dr Ion recommended that, in recognition of the significantly altering landscape within which provision had to be planned, the Board should devote time to consider this key matter. Dr Livesey confirmed that she anticipated that University management's plan for addressing this overarching challenge will be available for review by the Board at its May 2019 away-day sessions.

Dr Livesey then drew attention to the extremely gratifying outcome from the recent Ofsted inspection of the University's Apprenticeship provision. The Chair confirmed that obtaining a 'Good' grade should enhance the University's prospects on a range of fronts.

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Finally, the Chair drew attention to his attendance at the recent launch of the impressive Lancashire Forensic Science Academy facility developed and operated under the collaboration agreement between the University and Lancashire Constabulary. Mr Taylor recommended Board Members to visit this world-class facility.

Mrs Bromley drew attention to the 'International Key Facts 2019' overview which had been produced in part in response to the Board's earlier requests. Mrs Bromley advised that the document had been sent to Mr Chris Skidmore (Minister of State).

Finally, Mrs Bromley undertook to have further discussion with Ms Danino with regard to the data management issues evident in the results from the recent Staff Survey.

5. Staff Issues, Equality and Diversity Updates

The contents of this section were noted.

6. Marketing, Communications and Engagement

Mrs Bromley elaborated on the corporate website development work and confirmed that the Board would be kept informed on this key matter. Mrs Bromley provided details on the working group which was addressing this project.

The Chair asked Board Members to take note of the dates of forthcoming events outlined in the report.

Resolved: That the Senior Executive Update be noted.

Dr Adia joined the meeting at this point

UB731. East Lancashire Delivery Update

The Chief Operating Officer and the Provost of Burnley Campus presented their East Lancashire Delivery Update report (21st March 2019). A copy of the report is set out in the Minute Book.

Mr Ahern reminded the Board about the focus on the town of Burnley as part of the University's Strategy for Lancashire. In taking the strategy forward, suitable governance arrangements have been applied, predominantly through the East Lancashire Project Board. Mr Ahern drew attention to the 'Governance' section of the Update report.

Mr Ahern then commented further on the Strategic Developments section of the report, and specifically on the very impressive Victoria Mill acquisition and development. Mr Ahern also provided more detail on

the new student accommodation complex and the extremely positive contribution from Burnley Council to this and other elements of the strategy. Mr Ahern reminded the Board about the funding/revenue arrangement with Burnley Council. All recognised the extent to which Burnley Council was contributing to these and other developments designed to establish Burnley as a recognised 'student town'. The scope for meeting further student accommodation need (in line with the student recruitment targets) was discussed and Mr Ahern confirmed that the partners were ready to provide further capacity fairly quickly. Mr Ahern also confirmed that alternative models could also be examined.

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There will initially be a broad curriculum offer, but it expected that this will subsequently require adjustment in the light of uptake. Mr Ahern also drew attention to the need for adequate student support and social facilities so as to provide a 'full student experience' in Burnley. Mr Ahern confirmed that plans to meet future accommodation needs of increased student numbers are under active consideration, and he endorsed Mr Edney's recommendation that the best possible working relationship with Burnley Council should be preserved.

In response to Ms Danino's question about the risk of taking students away from other parts of the University, Dr Adia reassured her that analyses have indicated that the Burnley growth would have only a minor impact in that regard. Other competitor universities, however, may be affected. Dr Adia commented on the marketing services operated by the University in Burnley.

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The Chair thanked Mr Ahern and Dr Adia for their very encouraging report.

Resolved: That the East Lancashire Delivery Update report be noted.

Dr Adia left the meeting at this point

UB732. Staff Survey 2019 – University-level Results

The Executive Director of Human Resources presented the report on the Staff Survey 2019 (University-level results). A copy of the report is set out in the Minute Book.

Mr Lee confirmed the high response rate (72%) and the generally comparable (to 2018) outcomes against many of the 74 questions. Mr Lee drew attention, however, to three groups of questions where significant negative movement had been recorded. These related to Executive Leadership, Communication and Change/Positivity. He also warned that, unless addressed as a matter of urgency, those responses rated as 'Amber' would tend to deteriorate and spread.

Mr Lee acknowledged that the negative movement also affected Departmental Leadership and he reported on initial feedback from Human Resources partners follow-up work in faculties. This work had identified issues around the vacant Vice Chancellor position and student recruitment as concerns among staff.

The Chair added his own concerns about the Executive Leadership results and he reported similar comments provided by Mr Hext and Mrs Armstrong. In response to the Chair's request, Mr Lee confirmed that the Senior Executive Team (SET) was expected to commence addressing the Survey results in the week commencing 25th March 2019.

Mrs Adams suggested that the staff confidence issues evident in the Survey results necessitate decisive action in response by the SET.

Mrs McCarthy asked about the tracking of staff views, including reactions to any remedial action, throughout the year. Mr Lee outlined the other devices (including 'pulse surveys') which allowed SET to remain in touch with staff attitudes and expectations.

Mr McQueen sought confirmation that Departmental management would be engaged in the follow-up response and Mr Lee provided detail on measures such as focus groups which will be deployed in Departments.

Mr Hogan suggested that consideration be given to the use of 'league tables' as a device for driving improvement.

Ms Danino noted that, although not included in the report presented to the Board, much use was made of the qualitative information (comments by individual staff members) included in the Survey returns.

The Chair asked Mr Lee to report again to the Board at the next meeting.

Resolved: That the Staff Survey 2019 (University-level results) be noted.

UB733. Committee Chairs' Updates

(i) Audit and Risk Committee

Mr McQueen (Chair of Audit and Risk Committee) reported on the issues covered by the Audit and Risk Committee at the meeting on 22nd February 2019. Mr McQueen drew attention to the following:

- New arrangements for future scrutiny (before sign-off) of the TRAC returns;
- Cyber security presentation;
- Internal Audit review of social media governance, where the need for a formal University Policy had emerged as an action;
- Internal Audit reviews of REF preparedness and UUK student housing code compliance which had produced no major concerns;
- The need to expedite the completion of 'actions' arising from internal audit reviews;
- The position with regard to the tendering for Internal and External Audit services.

(ii) Nominations Committee

Mrs Adams (Chair of Nominations Committee) reported on the issues covered by the Nominations Committee at the meeting on 21st March 2019. Mrs Adams confirmed that consideration had been given to Honorary Fellowship nominations and that a new 'Heritage' award had been discussed.

Resolved: That the Committee Chairs' Updates be noted.

UB734. Gender Pay Gap Reporting

Mr Lee presented the report on Gender Pay Gap Reporting. A copy of the report is set out in the Minute Book.

Mr Lee confirmed the requirement to publish a report each year. The 2019 report will be published on the University website and also be forwarded to the Office for Students. He reminded the Board about the difference between gender pay gap reporting and 'equal pay for same value worker' reporting.

In examining the 2019 analysis, it was noted that the most significant contribution to the 1% widening of the pay gap was probably the growth in the medical services areas, where there tends to be a higher proportion of men than women in the more highly-paid roles.

Resolved: That the Gender Pay Gap analysis be noted.

UB735. Masterplan Delivery Update

Mr Ahern presented the Masterplan Delivery Update report (21st March 2019). A copy of the report is set out in the Minute Book.

Following a brief presentation of the report, Mrs Lowry noted that, for the construction of the Student Centre and Square element, one of the three initial tenderers had already withdrawn. Mr Ahern explained the background to the withdrawal and confirmed that this was neither an unexpected nor worrying development on this occasion.

Resolved : That the Masterplan Delivery Update be noted.

UB736. University Risk Register

Mrs Bromley presented a report incorporating the University Risk Register. A copy of the report and Register is set out in the Minute Book.

In summarising the report, Mrs Bromley drew attention to the ranking adjustment between Risk 001 (now Political Environment) and Risk 002 (now Student recruitment). Mrs Bromley outlined preparations for the Augar Review outcomes (Risk 003), although there continues to be little certainty as to what the consequences of the Review are likely to be. It is not expected that the Review will have any impact on the 2019/20 student intake and thus the University must plan on a 'no immediate change' basis. However, close monitoring of demand shifts is maintained, and this obviously must extend to plans for the University's non-staff resources and facilities.

The Board noted the rest of the Register and also the revised process for SET review of the Register.

Resolved: That the report on the University Risk Register be noted.

UB737. Safety, Health and Environment Annual Report (2017/18)

Mr Ahern presented a report incorporating the Safety, Health and Environment Annual Report (2017/18). A copy of the report is set out in the Minute Book.

In noting the report, the Chair reported Mr Hext's comments on the need for reliable reporting of accident 'near misses' and requested Mr Ahern to take that matter forward.

Resolved: That the Safety, Health and Environment Report be noted.

UB738. Any Other Business

(i) **Text Redacted – Reserved Minutes**

(ii) **Preston Bus Station**

The Chair reported on ongoing work on Preston Bus Station. Refurbishment work by Lancashire County Council has already resulted in significant improvements to the building and the

University's participation in this activity, which could result in the creation of a 'modern art gallery' within the building, was noted.

(iii) Text Redacted – Reserved Minutes

UB739. Date and Time of Next Meeting

Resolved: That the next meeting be held on Thursday, 16th May 2019 at 2.00pm at the Belsfield Hotel, Windermere.

**I M Fisher
Clerk to the Board**