

UNIVERSITY BOARD OF DIRECTORS

CONFIRMED

Minutes of the meeting held on Thursday 15 July 2021

Present: Mr G Donnelly (Chair), Miss F Aiken (except 20:131), Mr J Batty, Revd Canon C Butland, Mrs J Johnston, Professor J Lee, Mr I Looker, Professor J Mennell, Mr C Nall, Pam Tatlow, Mr M Williams, Mr P Yates, Mrs E Bales, Mr I Purdham

In attendance: Dr J Brown, University Secretary
Mr D Chesser, Chief Operating Officer
Professor Rob Trimble, DVC(Academic)
Professor Andrew Atherton, Strategic Advisor Enterprise and Engagement (item 20:128)

20:116 Apologies for absence Verbal
Apologies were received from Ms M McConnell.

20:117 Declaration of Interests Verbal
Mrs E Bales in relation to her role as Director of Student Services.

20:118 Minutes of the previous meeting UB20/68 a&b
The minutes and confidential minutes of the 20 May 2021 meeting and UB20/69
the confidential minutes of the 28 May 2021 meeting were approved as an accurate record.

20:119 Matters Arising UB20/68c
The action log was noted.

20:120 Chair's Business Verbal
The Chair set out the activities he had been engaged with in his role as Chair of the Board since the last meeting:

- A section of this minute has been recorded in a separate confidential set of minutes
- Meetings to review the final drafts of the Citadels FBC, on 11 June and 1 July 2021, with the document sign off completed following comments made at these meetings having been taken into account;
- Attendance at a webinar on the USS; and
- Attendance at a CUC briefing on cyber security.

The Chair also noted the strategy session that had been held earlier in the day.

20:121 Vice-Chancellor's Report UB20/70

Received A report from the Vice Chancellor

The Vice Chancellor spoke to her report, starting by reflecting on what had been achieved in the year and how things had been delivered. She reflected on the range of activity undertaken, including the business as usual matters and external measures of reputation, and gave credit to the University's staff for all that had been achieved.

The Vice Chancellor went on to highlight other aspects of her report, including the student recruitment position and progress with the planning round. She reported that the University was working through how it

would respond following the latest government guidance relating to the pandemic, with the benefits seen through the last year, from the hybrid approach to teaching and learning and staff working from home, informing the approach.

The Vice Chancellor concluded by reporting that a group was to be established to develop thinking in relation to Ambleside; Directors interested in getting involved were asked to make contact.

The Chair thanked the Vice Chancellor her report and the review of the year.

AGREED • To receive the Vice Chancellor's report

20:122 Students' Union Matters

UB20/71

Received A report from the Student Director

With the Student Director having sent her apologies for the meeting the Chair commented on the report, noting that all three sabbatical officers had been re-elected. The work underway in life skills development was commended and it noted that the Students' Unions view of their case work was interesting to read.

The Board thanked the Student Director for her report.

AGREED • To receive the report

20:123 Academic Matters

UB20/72

Received	a) A report from the DVC Academic	a
	b) A report from the DVC Health Environment and Innovation	b

DVC Academic

The DVC(Academic) started by noting that the results of the 2021 NSS had been released earlier in the day and the Board briefed at the start of the Board Strategy Session.

Speaking to his report, the DVC(Academic) highlighted work ongoing, including plans for academic delivery in 2021/22 and how these were being reviewed in light of the recent changes to government guidance. He provided updates relating to the academic institutes, focusing on the ITT market review consultation and the impact if the plans were implemented as set out in the consultation document.

In the discussion that followed it was reported that work was ongoing with school head teachers to provide evidence for the consultation response. In response to a question the DVC(Academic) reported that the two-year degree was a way to meet demand and manage potential impacts of the new government proposed Institute of Teaching.

The Chair thanked the DVC(Academic) for his report and the recent webinar.

DVC Health Environment and Innovation

The DVC(HE&I) spoke to his report highlighting the work in train planning for clearing and for the return of all staff to campus.

The Chair of ARC reported that a report on safeguarding and Prevent had been received by ARC with a presentation by the Director of Student Services; the Committee had been reassured by the work being undertaken.

In response to a question regarding clearing and the Institute of Arts, the DVC(Academic) responded that there would be a focus on the programmes that the University needed to recruit to.

The Chair thanked the DVC(HE&I) for his report.

AGREED: • To receive the reports.

20:124 National Pay Award 2021/22

UB20/73

Received A proposal on the National Pay Award for 2021/22

The Vice Chancellor spoke to the report, explaining the position with respect to the nationally negotiated pay award for 2021/22: a final offer of 1.5% for the majority of the pay spine had been made by UCEA which had been rejected by the Trades Unions. It was proposed that the University let staff know that it would pay the award at the latest by 1 October 2021, thus allowing time for national agreement to be reached. It would be backdated to 1 August 2021. If after 1 October 2021 a more favourable national award was agreed, then it was recommended that the University pay any higher amount backdated to 1 August 2021. It was noted that £400k had been budgeted for the pay award, with the proposed award costing £600k.

In the discussion that followed it was asked whether it was usual for the pay award to go direct to the Board, not via the FRC. The Vice Chancellor responded that the usual route was through PPCC. The University has signed up to national collective pay bargaining, and PPCC is the sub-committee that oversees University / Trade Union relations.

A Director noted that as the award was higher than budgeted for, and was consolidated, efficiencies would be required to pay for it.

The proposal was agreed. The Chair asked that the budget that would be presented to the October meeting of University Board included the higher award, with the additional cost worked into forecasts for future years.

Action: COO.

AGREED:

- To pay the pay award as in the final offer from UCEA to the Trades Unions at the latest by 1 October 2021, to allow time for national agreement to be reached, and backdated to 1 August 2021. If following 1 October 2021 a more favourable national award was agreed, then any higher amount would be paid, backdated to 1 August 2021;
- To present the 2021/22 budget and forecasts to the October Board meeting, including the award at the rate agreed to be paid.

20:125 Management Accounts

UB20/74

Received The Period 9 Management Accounts 2020/21

The COO gave an overview of the period nine management accounts, reporting that the University was in a good position. The Vice Chancellor reported that there were upsides in the area of project management, which was pleasing.

AGREED • To receive the P9 accounts

20:126 Recruitment Report

UB20/75

Received An update on the recruitment position for 2021-22 entry

The COO reported that the paper was as received by FRC. Updated information had been provided by the Vice Chancellor at the start of the meeting. The position across the range of areas of the University's business, including apprenticeships, international and London, was provided. The Vice Chancellor reported that the appeal relating to the funding for the students from Germany had been successful, this did not mean that these students would all enrol, however they may now do so.

An update on clearing, and the financial implications relating to it, was requested at an appropriate point over the summer period. **Action:** DVC(A) / COO.

In response to a question the DVC(Academic) reported that the University's application relating to the Turing Scheme had been successful and would be publicised once out of embargo; once details had been received the Board would be updated. **Action:** DVC(A).

AGREED • To note the update

20:127 2021/22 Budget

UB20/76

Received The proposed 2021/22 budget

The COO spoke to the paper reporting that the proposed budget had been reviewed in detail at FRC. He noted that the production of the budget was part of the annual planning process and summarised the key drivers. These included income from contracts; staffing budgets, which had been agreed with Institute Directors and included additional staffing to support new initiatives; and non-staff budgets which would be higher than in 2020/21 but not at pre-pandemic levels.

In response to a question, the COO responded that circa 70/80% was secured income. There was further work to do on in-year recruitment.

The Chair of FRC reported that the Committee had reviewed the budget, which showed a gradually improving position with the cash surplus growing towards the 10% targeted. The Committee had challenged whether the growth could be relied upon and had been assured that it could, with a significant aspect relating to contracts and a solid process in place to challenge the institutes. The Committee had noted that staff costs as a percentage of income remained high for the sector.

AGREED

- To approve the budget presented as an interim position with an update to be provided to the October 2021 meeting of University Board.

20:128 Barrow

UB20/77

Received

A report requesting approvals with respect to the Barrow project

The DVC(Academic) introduced the item. The paper had been updated since seen by FRC and ARC, with the feedback from the committees having been taken into account. Additional risks relating to the project had been added to the internal risk register.

The Strategic Advisor, Enterprise and Engagement (SAE&S) spoke to the presentation, which included providing context to the project, an overview of the assessment of student demand, student number projections, financial projections, details on the space, funding and project governance and risks.

A section of this minute has been recorded in a separate confidential set of minutes.

The Chair reminded the Board of things to consider when deciding whether or not to approve the FBC's submission – whether the project aligns with the strategic direction of the University, whether it is the preferred option, was it affordable and is the team able to deliver. The requested approvals were stepped through:

- 1) Submission of the case to MHCLG for a £9m grant recognising the need to acknowledge that further progress with the project is subject to full receipt of the funding with 'workable' conditions from MHCLG;

It was clarified that the approval was to allow Barrow Council to make the application on the University's behalf.

The Board approved the submission of the case to MHCLG for a £9m grant recognising the need to acknowledge that further progress with the project is subject to full receipt of the funding with 'workable' conditions from MHCLG, partnership agreements with BAE and Furness College, and agreed lease terms and conditions.

- 2) Extension of the appointment of DAY Architectural as lead consultant through to completion of RIBA Stage 3 via an OJEU compliant framework;

The Board approved the extension.

- 3) Further costs to employ a consultant team through to planning submission;

The Board approved the further costs.

- 4) Delegated authority to the Chair and Chair designate to approve the final version of the Full Business Case;

The Board approved the delegation of the approval of the final document for submission.

AGREED

- To approve the submission of the case to MHCLG for a £9m grant recognising the need to acknowledge that further progress with the project is subject to full receipt of the funding with 'workable' conditions from MHCLG, partnership agreements with BAE and Furness College, and agreed lease terms and conditions.
- To approve the extension of the appointment of DAY Architectural as lead consultant through to completion of RIBA Stage 3 via an OJEU compliant framework.
- To approve further costs to employ a consultant team through to planning submission.
- To delegate authority to the Chair and Chair designate to approve the final version of the Full Business Case.

20:129 Citadels Update

UB20/78

Received An update on developments with the Citadels project

The COO spoke to the paper noting the approval and submission of the FBC to MHCLG and the work ongoing, including with respect to land assembly and the appointing of project managers and consultants. The next significant milestones of signing the contract with the contractors and agreeing a planning application were noted, with the former not possible until the grant was secured and meetings ongoing on the latter.

A section of this minute has been recorded in a separate confidential set of minutes.

The Chair thanked the COO for the update and continued work on the project.

AGREED

- To receive the report.

20:130 Strategic Risk Register

UB20/79

Received The Strategic Risk Register

The risk register was noted. The Chair of ARC commented that the outcome of the Committee's review of the risk register was set out in the cover paper.

The Chair noted that the overall assessment of risk was an all Board exercise, with time to be allocated at a future webinar / strategy discussion.

AGREED

- To receive the risk register

20:131 Governance Matters

UB20/80

Received A paper covering a range of governance matters

The University Secretary spoke to the first section of the paper relating to the appointment of two new Associate Directors.

The Board approved the appointments.

Ms F Aiken left the meeting. The Chair designate spoke to the appointment of a Vice Chair of the Board. He proposed Ms F Aiken for the role, as she was a good fit alongside himself, however asked any Director who wished that others be considered to make their view known. It was noted that the Chair being a Church appointed Director, the Vice Chair should be elected from the independent Directors.

The Board approved Ms F Aiken to be Vice Chair of the Board.

Ms F Aiken re-joined the meeting.

- AGREED**
- To approve the appointment of two new Associate Directors, Ms F Boulton and Rev'd A Burrell;
 - To appoint Ms F Aiken as Vice Chair of the Board.

20:132 Estates Strategy Update UB20/81

Received An update on estates matters

The paper and discussions on it at FRC were noted. The COO reported that work was ongoing with solicitors to conclude the sale of the SE corner at Lancaster.

- AGREED**
- To note the update.

20:133 Office for Student Communication UB20/82

Received An update of reportable events and communications

- AGREED**
- To note the update

20:134 Health and Safety Update UB20/83

Received An update on Health and Safety matters

The Chair of PPCC reported that the Committee had reviewed the paper in detail. It had been noted that the number of incidents had reduced as fewer people were present on campuses.

Whether the Committee was satisfied that audits were being completed was asked; the Chair of PPCC confirmed that the Committee had been assured.

- AGREED**
- To note the update

20:135 Equality, Diversity, Inclusion & Wellbeing Update UB20/84

Received An update on Equality, Diversity, Inclusion and Wellbeing matters

The Chair of PPCC reported that the Committee was happy with progress on the range of work ongoing, when the paper was discussed at the Committee's recent meeting.

- AGREED**
- To note the update

20:136 Academic Board Reporting Verbal

Received An update of the meeting of Academic Board 24 June 2021

The Vice Chancellor reported that the meeting had received reports on a range of matters, including academic regulations, student outcomes and the draft T2030 strategy.

AGREED • To note the update

20:137 University Board Committees

Received Verbal reports of the following Committee Meetings:

- People, Performance & Culture Committee 29 June 2021
- Finance and Resources Committee 29 June 2021
- Audit & Risk Committee 1 July 2021
- Remuneration Committee 8 July 2021
- Academic Governance Committee 9 July 2021

People, Performance and Culture Committee

The Chair of the Committee noted that two of the key papers discussed at the meeting had also been covered on the Board agenda. In addition he noted that the new People Monitoring reports were a useful of people related matters.

Finance and Resources Committee

In addition to the papers covered on the Board's agenda, the Committee had received a paper on cyber-security, with a focus on ransomware attacks.

A section of this minute has been recorded in a separate confidential set of minutes.

Audit and Risk Committee

The Chair of the Committee reported that in addition to routine business the External Audit plan for the 2020/21 audit was reviewed; Internal audit reports on Student Engagement, Student Welfare and IT Systems Reliance had been received, all were positive reports; the Internal Audit plan for 2021/22 was discussed; and the Committee approved in principle a change to the Scheme of Delegation in relation to the call off of apprenticeships.

Remuneration Committee

It was agreed that the Board would be updated in full at its next meeting.

Academic Governance Committee

The Chair of AGC reported that among other matters, the Student Director had presented her report; useful reports had been received on the REF and KEF; and a paper was received that provided assurance over the coverage of the academic conditions of registration with the OfS at the sub-committees of Academic Board.

AGREED • To receive the updates

20:139 Dates of future meetings

Verbal

Thursday 14 October 2021

Thursday 25 Nov 2021
Thursday 27 January 2022 (Strategy Day)
Thursday 17 March 2022
Thursday 19 May 2022
Thursday 14 July 2022