



David Taylor (Chair)

Fiona Armstrong	Ridwanah Gurjee
Graham Baldwin	Suntosh Kaur
Nicky Danino	Lesley Lloyd
Maria Darby-Walker	Ruth Lowry
Jim Edney	Anne McCarthy
Bill McQueen	

Michael Ahern (Chief Operating Officer)
George Charles (Interim Finance Director)
Ian Fisher (University Secretary and Legal Officer)
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)

The Chair welcomed all present to the meeting and in particular Professor Graham Baldwin who was attending his first meeting of the Board since commencing duties on 1st October 2019. The Chair confirmed that, with Professor Baldwin now in post, he looked forward to resuming his occasional one contact with other Board members.

The Chair thanked Dr Livesey and the other members of the Senior Executive Team for their valuable service during the period when the Vice Chancellor position was unoccupied.

Apologies for absence had been received from Andrea Adams, Richard Hext, Sue Ion and Lorraine Norris. The Chair undertook to bring into the discussion at appropriate junctures the e-mail comments received from absent members.

There were no declarations of interests.

The Chair had no announcements to make.

2019 : That the Reserved and Unreserved Minutes of the University Board Meeting held on 27th June

preparedness to accept change must become the norm. There needs to be a focus on core priorities at UCLan, with 'the student' consistently at the heart of all considerations and decisions.

Regarding student numbers, Professor Baldwin suggested that credit should be given to the staff who have led and contributed to a very good - particularly in comparison to recent years - student recruitment result. It seems likely that the ambitious income targets in the budget will be achieved. Furthermore, much productive work on cost reduction has been undertaken. The reductions are under both Pay and Non-Pay budget heads.

Professor Baldwin then briefly commented on other matters as follows:

- The UCLan Open Day on 6th October 2019 had been highly successful and had demonstrated an effective 'whole University' approach.
- Significant changes (including the re-appointment of Chris Skidmore MP as Minister of State for Universities, Science, Research and Innovation) have been made at the DfE.
- A response is awaited from the OfS following the University's answers to the 'Changes in graduate attainment' letter.
- League Table successes are in large part attributable to improved NSS scores. The recent emphasis on achievement of improving National Student Survey ratings must be sustained.
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- UCLan continues to be held in the highest regard across the HE sector for its international work. Specifically with regards to operations in Hong Kong, Professor Baldwin outlined the measures taken to ensure the safety and security of UCLan staff and students in the current situation.
- UCLan will cease to be a member of the University Alliance and, instead, give consideration to becoming a member of the 'Million Plus' organisation.

In response to Mrs Armstrong's question, Professor Baldwin advised that his proposals for a new senior management structure will be presented to the Remuneration Committee in the near future.

In response to Mrs Darby-Walker's questions, Professor Baldwin outlined how he would expect the VCG, the Communications, Marketing and Engagement Team and the Planning and Insight Unit to contribute towards ensuring that the University is tuned in to external developments which are likely to impact upon the University. He then commented on how a 'whole University' approach will be developed so as to ensure that student welfare receives priority attention. Mr Ahern provided further details on the very comprehensive student counselling arrangements offered by the University, including the availability of support services throughout the year.

The Chair thanked Professor Baldwin for his report.

That the Vice-Chancellor's report be received.

Mr Charles (Interim Finance Director) presented the Finance Update report. A copy of the Report is set out in the Minute Book.

The Chair reported the points raised in e-mails by Mr Hext, Dr Ion and Mrs Norris. It was noted that the points will be covered in Mr Charles's presentation.

(i) HEC 2018/19 Draft Operating Outturn

Mr Charles advised that, although the audit of the 2018/19 accounts is not yet complete, no major changes to the information now presented are expected.

Finally, Mr Charles drew attention to the Summary section at the end of his report.

The Chair thanked Mr Charles for his informative but succinct report.

That the Finance Update report be noted.

Dr Livesey (Deputy Vice Chancellor (Academic)) presented the Academic Board Annual Assurance report.
A copy of the report is

Mr Fisher summarised the main matters covered in his report and he advised that there would be a further report to the next meeting of the Board on Committee Terms of reference and other governance matters.

That the Annual Report of the Clerk to the Board be noted.

Mr Edney (Chair of Resources Committee) reported on the matters covered by the Resources Committee at the meeting on 19th September 2019

Mr Edney confirmed that most of the Committee's time had been devoted to the budget and the financial challenges. He concurred entirely with the Chair's earlier suggestion that the University's finances are now being more effectively managed. He expected that the Board and the Committee will support the new team under Professor Baldwin, but will also challenge as and when necessary.

In response to Dr Gurjee's question about the University's West Lakes campus, Dr Livesey reported on the progress made in boosting the site's recruitment rates and the management of other challenges. Together, these mean that West Lakes is now in a considerably stronger position.

That the Resources Committee Chair's Update be noted.

That the report be noted.

The Deputy Vice Chancellor presented an updated version of the University Risk Register. A copy of the Risk Register is set out in the Minute Book.UB

Mr Ahern presented the Masterplan Delivery Update report dated September 2019. A copy of the report is set out in the Minute Book.

Mr Ahern confirmed that students are most appreciative of the new spaces and facilities now available to them. This doubtlessly contributes positively to the marketing of the University and to student recruitment.

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In confirming that Mr Scott Mulholland has now left the University, Professor Baldwin advised that