

Minutes

Subject	UCP Board Meeting
Date	Thursday 8 th March 2017
Time	10am-12pm
Location	UCP Boardroom
Attendees	Allan Arnott (Chair), Prof Lesley Dobree, Mr Paul Bogle, Mr Terry Jones, Ms E Knight, Mr Peter Walker, Mr Paul T Cox, Ms L Nixon (minutes)
Apologies	None

No.	Item	Action
1.	Minutes from the previous meeting 27th October 2016 Minutes were agreed and signed by AA as an accurate record of the meeting.	
2.	Apologies There were no apologies. <ul style="list-style-type: none"> • Declarations of Interest No new declarations of interest were reported.	
3.	Note the retirement of Steve Bennett from the Board effective 31st December 2016 AA noted.	
4.	Note the resignation of Michelle Swithenbank Director of UCP AA noted.	
5.	Note the resignation of Iain Martin as Director of UCP AA noted.	
6.	Note the appointment of Paul Bogle as Director & Secretary of UCP Board effective 3rd January 2017 The Board welcomed Paul Bogle – Secretary and Clerk ARU. TJ invited P T Cox (Vice Principal, Curriculum PRC) to become a Director of UCP to replace Michelle Swithenbank. The Board agreed the appointment. The Board welcomed Paul T Cox.	

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7. **Matters arising**

Student Satisfaction (LK)

LK reported that problems have mainly been resolved; there was a course code problem and system failure. All necessary adjustments for students have been made.

Governance of the University of Peterborough Project – A Think Piece (TJ)

The paper was presented to the Board within this meeting's UCP Board papers. The recommendations from TJ Think Piece have been implemented with a new governance structure, Steering Group and two sub-committees which are in operation.

8. **Academic Director's Report**

LK presented her report and noted the following:

- The recruitment of 11 additional learners in January onto a range of courses.
- Points of failure have been identified; closely monitoring retention. The five day extension will hopefully improve retention (work can be submitted five days after the deadline but results are capped at 40%) this mainly effects level 4 – 5 students; and will help to mitigate against retention problems.
- Numbers were discussed; it was disappointing that some provision wasn't run last year.
- UCP have been affected by other universities with their energetic marketing; therefore the need to increase activity is required; currently the budget is £110k without the Graduation costs. This was discussed and the Phase 2 bid from the LEP will help towards student expansion; however if not successful funds for marketing will need to be reviewed. The outcome of the bid will be known in April/May 2017. Marketing activity will need to be raised quickly and plans are in place once the funding is confirmed. TJ noted that it is UCP's responsibility to market itself; the LEP funding is to provide an additional element necessary to grow student numbers for a University for Peterborough.
- The Board considered increasing and underwriting the funding for Marketing until the LEP bid outcome is known but decided against this because front loading was already a feature of the existing budget.
- UCP has received more confirms this year as at the same time last year.
- The need to expand the curriculum to meet demand and attract more students.
- Need to ensure enquiries are converted and raise the profile of UCP.
- HE Teaching Reviews are in their second phase w/c 13th March; some of the key strengths noted were 98% of reviews conducted were considered to be effective; time management within sessions was

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effective; a clear and respectful environment where learners were able to share their thoughts to questions. Some of the areas for improvement were noted such as direct questioning needs to be improved and the student charter rules need to be adhered to with better effect such as learner punctuality.

Module Evaluation Survey results reported 8.1 overall. For those modules below 7 an action plan is in place. Five modules have achieved expectation and will be reviewed. Generally the results were very positive and will continue to monitor all modules.

- Good Honours classification revised target of 67% (due to benchmark); UCP performing well against other UK partners. LD reported that ARUs overall is 67.6% and is an important indicator.
- Target to achieve University status and TDAP is ongoing. UCPs Institutional review from ARU was held on 2nd & 3rd March as well as an Edexcel Centre review on 6th March; positive outcomes will demonstrate UCP's ability to work effectively within the HE environment. The outcome from the ARU Institutional Review recommended to continue to look at retention; and gave two commendations for the Student Officer role and for collaborative working.
- The HEFCE Assurance Review held in April will be a desk based exercise; the second part will be the QA review.
- UCP is awaiting the outcome of the Phase 2 funding submission which will diversify income and enhance physical and financial resources.
- 22 events are planned to engage with employers and the local community in 2016/17.
- The Research and Scholarly Policy is being developed and will again recruit two Student Research Ambassadors to promote good practice and support the development of a scholarly student community at UCP. An ongoing measurement of 18-19% of staff are engaged; currently waiting for the report from the Catalyst Fund; on track and confident of achieving 25% of staff engaged in pedagogic research.
- Growing the talent pool for Peterborough and will again recruit former graduates to the Graduate Teacher initiative. TJ noted that this initiative has been very successful.

Curriculum development

LK provided progress to date. The BA Education course has the highest number of firm accepts as well as FdA EY&C; with the ambition to deliver a PGCE Primary. Local schools are very interested as UCP continues to address their needs. The Foundation degree in Law with proposed progression to ARU is on hold; discussions have taken place but there is a degree of uncertainty with regard to the course structure. Currently looking to develop BA/BSc in Digital Communications and Marketing due to local demand from employers and potential students; validation discussions have been progressing slowly and with some difficulty. LD noted the particular issue that this covers many subject areas; ARU will work with UCP to move this forward.

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Moving forward UCP will establish its own modules. Issues arise where courses are in direct conflict with ARU. AA asked if this is geographic and a new initiative. LD noted that ARU will help to support and navigate this further.

9. **TDAP Action Plan and Project Overview (Confidential report)**

The paper was written by Daniel Cole and presented by LK. The team have been assessing the readiness of the current UCP provision to apply for TDAP; which is crucial for the wider University of Peterborough Project allowing the university to be fully responsive to local employer needs. A comprehensive action plan is in place which is linked to TDAP indicators of good practice. A review of experience and qualifications of staff; the development of a formal Research and Scholarly Practice Policy has taken place. Working to support the HEFCE Review and ARU Institutional Review visits. AA asked how the process is progressing; LK reported that she is lining up resources and financial planning around the Strategic Plan. AA asked about teaching qualifications held by lecturers; the completion of a review of the qualifications and experiences of all HE academic staff is a mandatory element of the TDAP process. LD noted that higher level qualifications are required and the number of staff with these will need to increase. LK noted the action plan is a live document and will reflect changes when they occur.

10. **Adoption of the HE Steering Group**

TJ presented and outlined the content of the Think Piece Governance of the University of Peterborough Project. The aim was to propose a new governance structure for the University. TJ asked the Board to endorse the governance structure; sub-committees and their structure and the HE Steering Group structure with both the sub-committees and steering group reporting to the UCP Board. In order to improve timely decision making the Steering Group needs to meet more regularly with the four key players ARU/PRC/LA/LEP which are fundamental and essential to success and will have an independent chair. The two sub-committees will provide the focus and expertise for Land, Infrastructure and Buildings and the Investment Model Options. The key requirements for the new governance structure are authority; accountability; efficiency; objectivity and probity. The reconstituted the groups are made up of the original members and some new members. TJ noted that Governance is difficult with a joint venture in place which has a legal status but which is not fit for purpose for navigating forward. A strong link between the Steering Group and the UCP Board is necessary with the Steering Group reporting to the UCP Board. The Board agreed the new structure.

LD said that ARU have discussed the future of the joint venture and the UCP Board and if necessary going forward the 'unzipping' of the partnership as potentially there are other ways in which ARU and UCP can work together; moving from a franchise to a validation arrangement so that UCP is able to evidence TDAP and show independence. PRC's role is also being investigated to establish if PRC wants to have a long term role with the

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- University for Peterborough or does it want to move away from the joint venture.
11. **HE Salary Review**
- The aim
- The aim of the review is to benchmark current salary levels and remission; analyse remuneration across the HE sector; consider intermediate steps from 2017-2022 and address affordability.
- Recommendations
- To present short-term issues to PRC's Strategic Staff Planning Group for discussion and resolution. To undertake further benchmarking of existing salary and career packages. The Board's Terms of Reference state that salaries would be addressed/reviewed if anecdotal comments from current staff and exit interviews were received.
- LK outlined the findings and these were discussed; it was highlighted that progress is limited as it has been difficult to engage with centres that are deemed to be similar to UCP to compare salaries. Table A shows a financial comparison between UCU/PRC/ARU. LK mapped broad matching entry points. The AoC have not been able to assist as a review such as this has not been done before within the sector. Visits are planned to the University Centre Birmingham and other centres will be contacted to see if further details can be gained; Coventry University College; Warwickshire; Leeds City; Bradford and Teesside Redcar.
- Short term steps are needed to support and invest in staff to keep them longer and this will include the revision of job descriptions, widen the recruitment role; undertake a job evaluation of two support roles within UCP; review holiday guidance due to HE semesters, clearing and re-sit requirements; strengthen the performance/appraisal review; brief new Academy Managers on the HE staff recruitment and performance process; the use of the Curriculum Operations Document which outlines HE remission and expectations; the use of more appropriate mediums to advertise HE academic roles. TJ noted his confidence that these eight recommendations can be addressed.
12. **Verbal update on the discussions on the nature of the future relationship between UCP & ARU**
- LD outlined recent ARU discussions about the 'unzipping' of the current joint venture between ARU and PRC. ARU is making steps to approve at Senate a UCP Validation arrangement to enable UCP to develop degrees and the expectation to have new UCP modules. Also for UCP to develop more autonomy. ARU don't see this as an absolute necessity moving forward along with the purpose of the UCP Board and how it will work; with an element of ARU stepping back to enable UCP to move forward. The joint venture was always intended to be time limited for UCP to move towards a university for

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Peterborough. ARU has its own vested interest in Peterborough through their Nursing and Social Work degrees with the intention to continue their delivery. AA asked if ARU has a mechanism in mind to achieve the unpicking of the joint venture relationship and understand the expectations of the all the parties involved such as the overarching agreement of the academic element; finances and the building. TJ stated that by the next Board meeting the outcome of the LEP funding and the QA Review will be known; therefore conversations between ARU and PRC can be held at the end of the academic year to discuss and share expectations recognising to move apart.

BA/BSc Digital Communications and Marketing degree

TJ noted that this validation requires an outcome as UCP would like to start this course in September 2017. LD will discuss with her faculties; LK was asked to resend the application and provide clarification if it is a degree apprenticeship. This course would straddle faculties at UCP and it was asked if UCP would be able to recruit a viable cohort for September.

LK

13.

Financial Reports

PW presented the Forecast Financial statements and highlighted its main feature in the recruitment of student numbers; the forecast income was based on 594.50 FTEs but actual FTEs is 521.50. This has affected both PRC and ARU. The contingency in place has been used.

PW noted that he is confident that UCP will break even this year; however there is a need to generate a surplus for future years.

14.

Risk Register

PB asked if the Board thought there are any gaps in the current risks. Student numbers were discussed with trends changing due to the lifting the cap on recruitment and no restraint on numbers; however the number of UCAS applications is down across the whole sector. It was noted that first year continuation figures need to be addressed as the students need to stay once they have been recruited.

Risk 1 – Failure to achieve student numbers. It was agreed to keep this the same.

Risk 2 – Failure to achieve budget objectives/financial viability. The budget objectives were discussed and it was agreed to keep this risk the same due to the potential funding from the LEP.

Risk 3 – Poor NSS Score. It was agreed to keep this the same.

Risk 4 – Failure to achieve projected growth. It was agreed to keep this the same.

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Risk 5 – Failure to achieve taught Degree Awarding Powers (TDAP). This was discussed and it was agreed to update the narrative to include the project plan.

PB

Risk 6 – Retention of students and staff. It was agreed to keep this the same.

It was suggested that there should be an additional risk regarding the transitional changes. It was agreed to address this at the next meeting.

The risk register was approved by the Board.

15. **Modern Slavery Statement**

The Board noted and fully supported the statement.

16. **Dates of next two meetings**

Friday 16th June from 10am-12pm

Monday 30th October from 10am-12pm.

17. **AOB**

AA Resignation as Chair

AA informed the Board of his resignation as chair of the Board; this being his last meeting.

LD Retirement

LD informed the Board that this will be her last meeting due to her retirement in July 2017.

TJ thanked AA and LD for their support in delivering higher education for Peterborough.

Meeting closed at 11.50am.