

A person with short brown hair, wearing a white knit beanie and a black long-sleeved shirt, is leaning over a table. They are using yellow-handled scissors to cut a strip of film. On the table, there are several other film strips, some in plastic sleeves, and a small bottle. The background is blurred, showing what appears to be a workshop or studio setting with shelves and equipment.

ANNUAL REVIEW 2010/11



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Introduction

“We believe that the University of Cumbria is in a good place to face these new challenges and to continue to build on the successful turnaround of the last 18 months.”



2010/11 was an important year for the University of Cumbria. It marked a year of significant progress as the strategic development programme initiated in 2009/10 was taken forward and significant changes were put into effect. These developments resulted in the introduction of new organisational structures, refreshed governance arrangements and a review of our strategic direction. It was a year in which we performed increasingly strongly with some excellent financial and academic achievements.

The year saw us achieve a significant financial surplus, for the first time since our creation in August 2007. We also saw excellent outcomes from a QAA Institutional Audit and from an institutional Ofsted visit of our initial teacher education. These external assessments are vital as a confirmation of the high quality of our academic programmes. There has also been a significant increase in satisfaction levels from the National Student Survey, with overall satisfaction increasing by five per cent. We are determined to continue this direction of travel to achieve ever



higher levels of student satisfaction. The progress we have made has been achieved against a background of further structural reorganisation within the university, resulting in the transfer of our further education provision to two new providers, Askham Bryan College at Newton Rigg and Carlisle College in Carlisle. All this has been done within a volatile HE policy and funding environment which has affected all three of our major HE funding contracts.

During 2010/11 we initiated a review of the strategic plan. Following consultation, the University Board agreed new Mission and Vision statements, together with an outline strategic plan, in March 2011. The University Board agreed that the plan provided an appropriate foundation upon which the senior management team could develop detailed business and operating plans for 2011/12 and which provided the necessary flexibility for future aspirations. Given the volatile and changing external policy environment, the University Board will consider further the strategic

Below: Vice Chancellor Professor Peter Strike left, and Chairman of the University Board, Stephen Henwood

plan in 2011/12. A business plan was developed and agreed by the University Board in July 2011.

In our planning for 2010/11, we sought to anticipate and then respond to the significant changes facing the higher education sector. The updating of the strategic and business plans provided an appropriate response to the major changes to HE as initially indicated in the Browne report on the future of higher education and then set out in the White Paper 'Students at the Heart of the System'. The Government's comprehensive spending review provided the strategic context for the faculty portfolio reviews, begun during 2010/11, as we model and address the likely impact of these changes on student recruitment. This work will continue in 2011/12 as we seek to ensure our offer is demand driven and student focused.

In addition, as one of the largest providers of teacher education we have sought to engage closely with the Government and Teacher Development Agency (TDA) as Government policy in relation to teacher education and training has evolved. There is still a lack of clarity in relation to policy, although the teacher education Green Paper in June 2011 begins to provide more clarity on policy intentions.

We have significant health care contracts and have continued to work closely with the NHS locally and regionally. We recognise that in the new 'free market' there will be both opportunities and challenges. With our strong reputation and areas of niche provision in healthcare, we are already planning for this new agenda, and will seek to capitalise on its potential.

The University Board, through its strategic, financial and academic planning has been mindful that the university and HE sector is facing a continued period of significant change and uncertainty, with major policy changes planned or

under consideration. Given the introduction of the new fee regime, the implementation of the new student number controls and the yet to be formally confirmed position of TDA students, the University Board has, in its plans and risk assessments, made prudent planning assumptions including financial planning. It is also supporting strategic investments in business critical areas, including marketing and recruitment and enhancing the international office. New enterprise structures have also been implemented and these are being developed further to support a significant increase in both the level and impact of our enterprise activities. The development and implementation of a new estates strategy is a priority for 2011/12 to support the improvement of the quality and utilisation of the estate in support of enhancing the student experience and improving sustainability. In advance of this during 2010/11 significant investment has been made to improve the provision of IT equipment for students and staff and the quality of classroom audio-visual equipment. With these steps in place, we believe that the University of Cumbria is in a good place to face the new challenges and will continue to build on the successful turnaround of the last 18 months.

It would be inappropriate to finish without acknowledging two important contributions. Firstly from our staff who have continued to demonstrate exceptional dedication and support throughout a period of great upheaval. They have resolutely maintained their commitment to the university and despite the significant financial challenges and the major change programme, they have continued to focus on our core business. As a result, our students continue to deliver great achievements that build on our national and international reputation, and interest in studying at the University of Cumbria continues to be high. And secondly, it would also be inappropriate to end this review

without recognising the significant contribution of our interim Vice Chancellor Professor Graham Upton who was in post for the whole of the period covered in this review. The contribution made by Graham to the development of the university is inestimable, and the university benefitted enormously from his experience and his inimitable style of leadership. It is a pleasure to recognise that contribution here. Graham left the university at the end of July 2011 having played a significant part in the appointment of our new Vice Chancellor Professor Peter Strike who will oversee the next phase of the university's development.

With such good foundations to build on, and working together, we are confident that the University of Cumbria will go from strength to strength whilst maintaining the student experience, the quality of our academic programmes and continuing to meet the needs of the communities which we serve. 2010/11 has been an exceptional year, and we look forward with genuine enthusiasm to the challenges of 2011/12.



Professor Peter Strike
Vice Chancellor

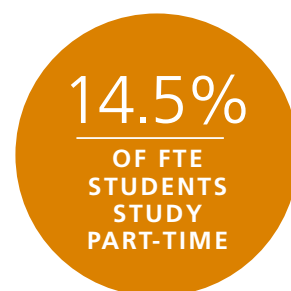
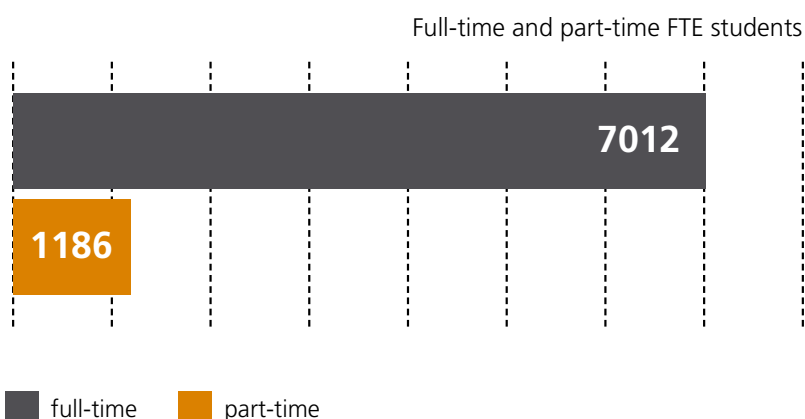
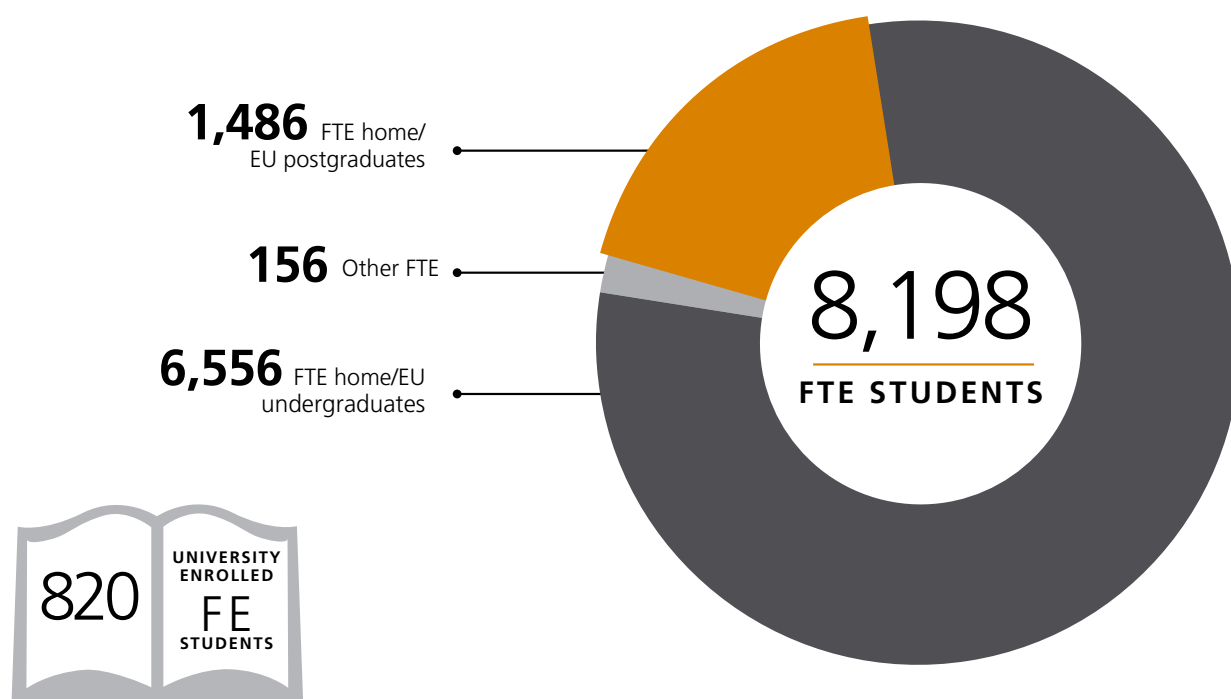


Stephen Henwood
Chairman of the University Board

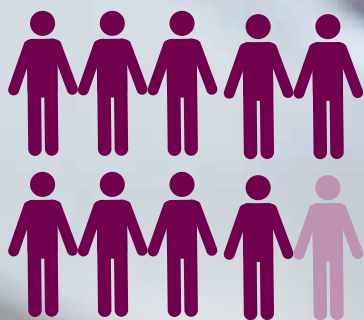
Student body profile

THE UNIVERSITY ENROLLED 11,751 STUDENTS

This equated to **8,198** full-time equivalent (FTE) students of which
6,556 FTEs were home/EU undergraduates and
1,486 FTEs were home/EU postgraduate.
7,012 FTEs were full-time and **1,186** FTEs were part-time.
The university enrolled **820** FE students.

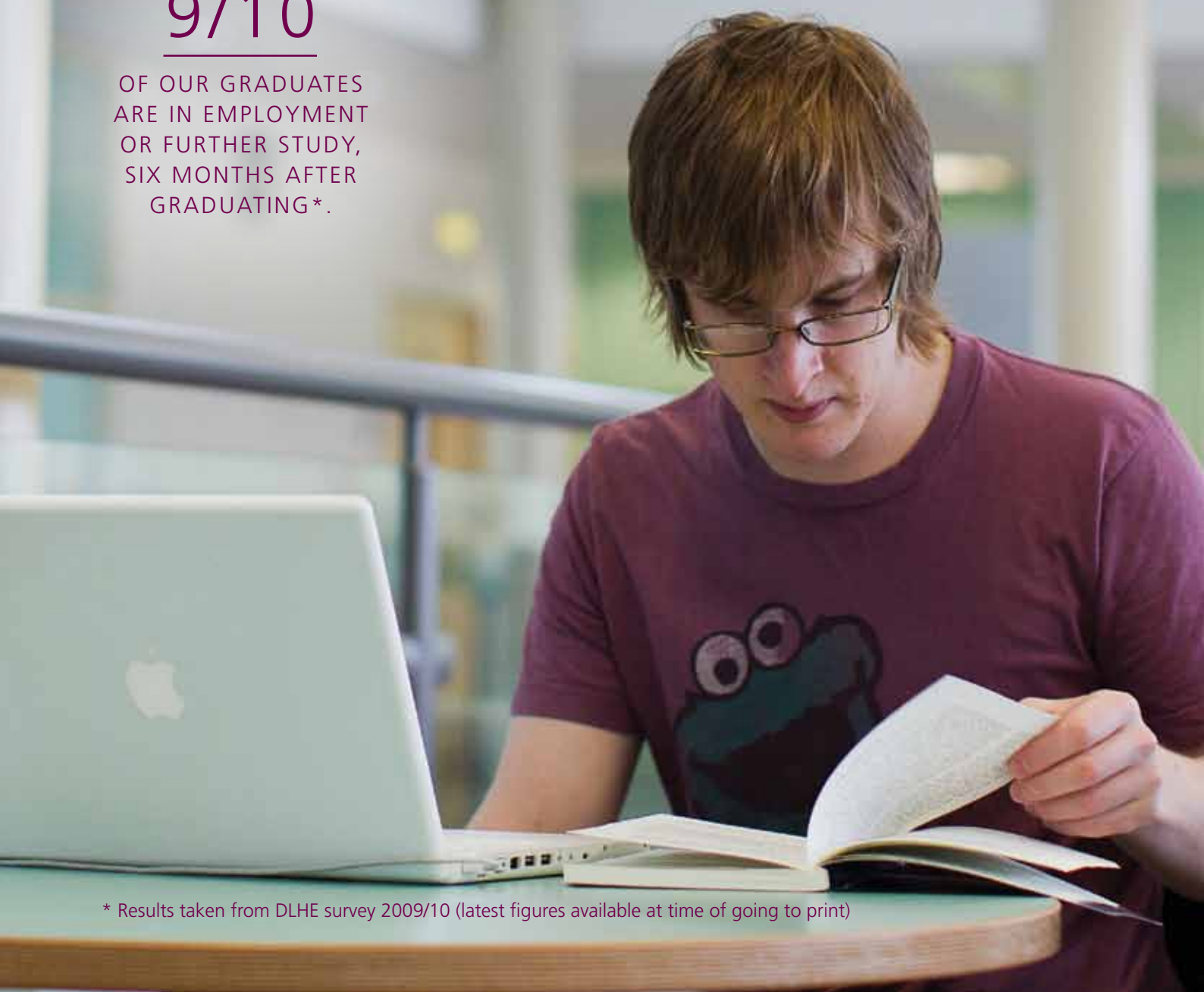


Employability



9/10

OF OUR GRADUATES
ARE IN EMPLOYMENT
OR FURTHER STUDY,
SIX MONTHS AFTER
GRADUATING*.



* Results taken from DLHE survey 2009/10 (latest figures available at time of going to print)

Student achievements



Jessica Lucas discusses her work with Ian Wharton



Left: Peter Hrebik (front) with Glen Walsh of Rocket Consulting Ltd

■ Peter Hrebik, 25 and originally from Poprad, Slovakia, chose to study in Cumbria because he had friends in the area. On arriving in Carlisle he spent the first two years improving his English language and working as a doorman at nightclubs in the city. Three years on, he graduated with

a BSc (Hons) in Applied Computing and secured a job with Rocket Consulting Ltd, prestigious specialists in the design and implementation of warehouse management and logistics execution systems using SAP software and mobile data entry radio frequency (RF) devices.

■ On a return visit to the Brampton Road campus, Ian Wharton, a globally-successful graduate, inspired current students on multimedia design courses. He graduated from the campus in 2006, already showing signs of exceptional talent in his field.

‘Solar’, the short animated film Ian produced with friend and co-student Edward Shires for his degree show, went on to win the Royal Television Society regional and national student award for best short film. Since graduating, he has worked with some of the world’s top brands and creative teams.

He was also recognised as one of the ‘Young Guns 8’ by the Art Directors Club in New York. ADC Young Guns is a global, cross-disciplinary competition that identifies today’s vanguard of young creative professionals, age 30 and under.

■ Graduate Vikki Playforth was not content to simply tackle the years of intense study necessary to become a primary teacher for children with special educational needs. At the same time she put in an amazing 782 hours of voluntary service, with activities that took her from her native Lancashire to Peru in the South American continent, where she volunteered in a local orphanage, raising much needed funds for games and toys with, amongst other things, a bungee jump.

■ Graham Chadwick, 25, had already completed a BSc in Outdoor Studies when he enrolled on the Graduate Diploma in Youth and Community Development. As part of his course he undertook a 12-week placement in Brazil with "Volunteer in Brazil" working on their two main projects: the first project is based in Rio de Janeiro and works with young people living in poverty from the favelas (slums), supporting their education and giving them opportunities they wouldn't otherwise have.

The other project is based in rural Brazil in the poorest and driest state and supports local community development projects, such as the building of 150 houses in a remote village, while currently it supports an agricultural college. This enables young people to receive education and gain skills, allowing them to remain living in their communities rather than being forced to find work in the major cities. They are also taught English.



Andrew (right) with Ed

■ N Andrew Elliott won an Award of Merit from the Accolade competition (USA) for The Maniac Project with Ed Cooper his tutor and co-producer.

■ Designer/maker Tom Hopkins-Gibson, who graduated with first class honours in contemporary applied arts in 2008, was featured in The Next Big Thing, a BBC2 series presented by Theo Paphitis of "Dragons Den" fame, which followed Tom and other new designers as they bid to catch the eye of well-known retailers.

In a once-in-a-lifetime opportunity, the six-week series followed Tom as he succeeded in securing a commission from iconic department store Liberty.

Tom's delicate wood grained ceramics and carved driftwood bowls bear witness to his previous working life as a carpenter, before he returned to study for his degree as a mature student.



Above: Tom Hopkins-Gibson



Staff profile



The university has refreshed both the personnel and the structure of its senior management team.

New appointments made in the year included a new Vice Chancellor, Professor Peter Strike, to replace Professor Graham Upton, Interim Vice Chancellor, Pro Vice Chancellor (Academic), Director of HR, and Director of Estates and IT.

A new organisational structure was introduced in September 2010. The new structure reduced the number of faculties from five to three and reduced the number of professional services areas to ten. In-year staffing was reduced from 1,353 to 1,129 staff FTEs. This was achieved through the use of voluntary severance schemes to facilitate the re-organisation, limited use of compulsory severance and natural wastage.

The staffing reductions which were required to achieve the above savings and restructuring involved thorough consultation and strong levels of engagement from both faculties and professional services.

In spring/summer 2011 the university conducted its second staff survey, achieving a very good response rate of 71%. Overall the results were positive, particularly when taking into account the major cost reduction and change programme undertaken by the university in 2009/10 and 2010/11. The results were published in summer 2011 and an action plan has been developed with a cross-university staff group. The action plan is being implemented in 2011/12.

the numbers

	NUMBER OF EMPLOYEES
ACADEMIC/ PROFESSIONAL SERVICES	Academic 431.00
	Professional services 733.00
MALE/FEMALE	Male 381.00
	Female 783.00
PART/ FULL-TIME	Part-time 478.00
	Full-time 686.00
ALL STAFF	1164.00
FTE	951.47

Staff achievements

- An iconic installation by Professor of Fine Art Robert Williams, and his American collaborator Mark Dion, was shown during the autumn at the famous Guggenheim Museum in Bilbao.

Theatrum Mundi: Armarium is a cabinet of curiosities containing collections of objects and documents that explore the cosmologies of two famous alchemists, Robert Fludd (Williams) and Ramon Lull (Dion) the characters of whom were adopted by the artists. The piece was made in 2001 at the Caldewgate site, with the help of sculpture technician John Mitchell.



*Theatrum Mundi:
Armarium*

- Professor Hilary Cooper (Faculty of Education) was invited to address conferences in Cyprus, Russia, Istanbul, Belfast and Australia on her academic research into the best way to actively engage children in the process of historical enquiry. She was also part of a selection board to appoint a new professor at the University of Minho in Portugal.
- Shenzhen Polytechnic, situated in China's most prestigious enterprise zone, requested the help of Professor Sue Lee (Faculty of Health and Wellbeing) to modernise their undergraduate nursing curriculum and develop nursing and research capability.

- Jim Eldridge, lecturer in scriptwriting had nine books published in 2010; he also had a wide range of TV and radio productions broadcast during the year.



Maths team, from left, Fiona Lawton, Kathryn Fox, Ruth Colman, Paul Blanc

■ The team charged with delivering continuing professional development (CPD) in mathematics at the University of Cumbria (Fiona Lawton, Kathryn Fox, Ruth Colman and Paul Blanc) was awarded a sought-after Charter Mark by the National Centre for Excellence in the Teaching of Mathematics.

■ The university was shortlisted for the Times Higher Leadership and Management Awards 2011, in the category of Outstanding Leadership and Management Team of the Year.

■ Staff from the contemporary applied arts programme at the university collaboratively explored current textile practice with textile departments at the Australian National University and Novia University of Applied Sciences, Finland. Under the title 'Nets', exhibitions of the resulting work, organised by programme leader Angie Wyman, were held during the autumn in Australia and the UK.

The Alexandra Gallery, on the university's Lancaster campus, hosted the Nets exhibition in October, featuring textile artworks by staff, students and alumni, based on their own interpretation of the theme of 'Nets'.



Angie Wyman with exhibit from 'Nets'

Academic portfolio and developments

The university recognises that in order to be a university of choice and meet its recruitment strategy, it must have an attractive, relevant and demand-led portfolio, particularly in the HEFCE areas. The university has continued to review its portfolio to introduce new subject areas such as sustainable

engineering, criminology and policing, and to remove inefficient and unviable courses.

A further portfolio review and an analysis of the university's market position were initiated to enable it to compete more effectively in the market place post 2012.



Quality and standards

A team of auditors from the Quality Assurance Agency for Higher Education (QAA) visited the university from 4-8 April 2011 to carry out an institutional audit.

As a result of its investigations, the audit team's view of the University of Cumbria is that:

- Confidence can reasonably be placed in the soundness of the institution's present and likely future management of the academic standards of the awards that it offers.
- Confidence can reasonably be placed in the soundness of the institution's present and likely future management of the quality of the learning opportunities available to students.

In May 2011 the university also underwent a full Ofsted inspection of all its ITE provision, covering primary and secondary both in the university and in the partnership schools.

The university received an outcome of 'good with some outstanding features' and an overall rating of 2. The inspection noted on several occasions the strong support that was consistently available for students and it was stated clearly that this had been maintained during the challenging period faced by the university. The inspection also noted how the university is meeting local employment needs and making an impact in terms of quality and key subject areas.

In terms of the quality of healthcare provision, the university's NHS-funded programmes were scrutinised at the annual monitoring and review by NHS North West in November 2010. The reviewers remained very impressed by the high standards and quality of provision. The faculty has also received a positive annual audit outcome from the General Social Care Council regarding social work provision.

Estates



The university finalised an updated Estates Strategy in 2011 and work has begun on developing a more detailed estates plan, including the development of master plans for each site.

The strategy assumes two main locations at Carlisle and at Lancaster with university presence at other distributed sites—university-owned at Ambleside,

but co-location through lease arrangements at Newton Rigg, Penrith, in Furness and West Cumbria and at Tower Hamlets in London.

Immediate attention is focused on the Ambleside campus but planning is also underway with regards to the Lancaster and Carlisle campuses and in relation to residential accommodation.

Access and widening participation

There is evidence that the university is succeeding in its aim to increase participation in HE in Cumbria, particularly from low-participating areas and in polar quintiles 2 and 3.

The university is also performing well against HESA widening participation indicators, being 3.7% above its location adjusted benchmarks for young full-time first degree entrants from socio-economic classes 4-7 and 6.2% above for young full-time undergraduate students on other courses. The university has ambition to further develop its widening participation activities, as highlighted in its strategic plan.

On the West Coast its areas of strength are related to the important social and economic needs of the sub region. The university is active in education and health through links with local schools, the hospital and health centres. The university is increasingly attracting local students to its undergraduate programmes and analysis shows that most students from this area are recruited into the university's Carlisle site.

The Gateway site on the West Coast allows the university to support existing students better by providing a site closer to home for study and access to university services, as well as encouraging more students to apply. The design of the Gateway at Enniscorthy allows this remote access point to be connected to University of Cumbria services.

The main development need is for the university to provide employer engagement programmes, enterprise and research to serve the needs of the local economy. The areas which the university plans to develop specifically for the West Coast are in health, business (including leadership) and engineering linked to the sustainable energy agenda.



The Cumbria Scholarship is awarded to students who meet our eligibility criteria and who are undertaking extra-curricular activities in either sport, community work or the creative arts. Awards are £1,000 per academic year.

The number of students receiving Cumbria Scholarships in 2010-11 was as follows:

New students:	34
Amount:	£34,000
Continuing students:	43
Amount:	£43,000
TOTAL:	77
Amount paid out in total:	£77,000

International

The university commissioned an independent review of its international work which resulted in an updated international plan and agreement to create a new international office.

In July 2010 the Faculty of Health and Wellbeing hosted a royal visit by the Crown Prince and Princess of Perlis. The Princess is President of Allianze College of Medical Sciences (ACMS) (the university's collaborative partner in Northern Malaysia). Official memoranda were signed and further plans discussed for starting the new top-up BSc (Hons) Nursing Studies and MSc Teaching for Health Professionals in HE from early 2011.

The new MBA in Leadership and Sustainability recruited very strongly with 140 international students and featured in the Financial Times annual list of top online programmes. The first cohort of our overseas franchise with South Thames College, a large London-based FE college with an established track record in international recruitment, experienced their residential module at Ambleside. A further two residential sessions happened in October 2011 and ten more are planned for 2012.

In late June, the Dean of the Faculty of Health and Wellbeing represented the university on a UK trade mission to India and met representatives of the Indian health services, universities and colleges.



Research and enterprise

During 2010/11 there have been some important developments in research and enterprise at the university. New structures for both were introduced in September 2011 and a new Research, Scholarship and Academic Enterprise Strategy was agreed by Academic Board in February 2011 as a platform for future developments.

The validating arrangements with Lancaster University for research degree provision were extended for a further five years.

This is important as part of the university's plans to secure Research Degree Awarding Powers.

The university continued to develop its successful Knowledge Transfer Partnership work, establishing new KTPs in Cumbria, a successful development of a KTP with East Lancashire PCT for Respiratory Care and a successful contract for consultancy (re occupational health) audit work with Johnson and Johnson Global.

Research

NOTEWORTHY INITIATIVES IN 2010/11 INCLUDE:

- The university's involvement in the Eden Demonstration Test Catchment project as part of a research consortium led by Lancaster University, which uses the Newton Rigg campus, near Penrith, Cumbria and works with the local rural communities to trial agricultural pollution control measures.
- The university secured an RDPE funded project on the impacts of subsidy reform on upland farming and an ERDF funded project where we would act as the 'knowledge base' for a large 'Cumbria Cohesion' project on energy saving in social housing in Cumbria.
- During the summer the Faculty of Health and Wellbeing received notification of a successful €690k project to develop postgraduate programmes in public health and social services with universities in Moldova, Georgia and Armenia. The university was one of only six UK universities to receive European Tempus funding, and one of 64 successful projects across the European Union.
- The university ran a conference on sonographer-led contrast enhanced ultrasound on the Lancaster campus funded by Bracco, an Italian contrast agent firm. This is a cutting-edge technique which obviates the need for MRI or CT contrast agents which are toxic.
- The university has also secured a contract from the UK Border Agency for developing a Stilwell-based learning package for staff involved in the care of refugees and asylum seekers who have been the victims of abuse and torture.
- Members of staff are working on the KnowHow 2 research project linking Iceland, Norway, Denmark and Herriot Watt Scottish College of Textiles. The project is European funded and looks at knowledge transfer implementing curriculum design and innovation within drawing and textile courses at levels 4 and 5.

Enterprise

NOTEWORTHY INITIATIVES IN 2010/11 INCLUDE:

- All targets have been exceeded in the 'Get Qualified 2' enterprise project supporting over 1700 different coach qualifications across Lancashire and Cumbria with a resultant increased participation in sport of over 33,000 people through an additional 55,000 coaching hours.
- The Collaborative Tempus Project with the Yerevan State Medical University, Armenia commenced officially in February 2011. This 36-month project aims to establish a range of linked but locally and regionally relevant masters programmes for professionals working in public health and social services sectors.
- The Faculty of Health and Wellbeing's Enterprise Manager and Director of Sport are developing strategies to enhance clinic provision on and off the university's campuses. This has included the university's sport and exercise therapy and complementary therapy degree students providing treatment at a new health and exercise clinic at our campus in Carlisle.
- The University Certificate in Stroke Care is an innovative programme funded through the Cumbria and Lancashire Stroke Network and is a bespoke course developed and mapped to the stroke clinical competencies. The programme has been commended for its learning, teaching and assessment approach and due to the success of the first two cohorts, the university has been asked to bid to the Stroke Network for further funding.
- The final cohort to the successful LEAD project course started in 2010/11 and the university has also recruited the first cohort of 22 students to the Aspiring Leaders Programme in association with Brathay outdoor education centre, with further cohorts planned for the next two years.

Honorary fellows

Honorary fellowships are awarded on an annual basis in recognition of individuals who have made outstanding contributions to the university and in support of a variety of causes linked to the work of the university. During the academic year 2010/11, two honorary fellowships were awarded.

**The Reverend Professor
Stephen Wright** RN RCNT
RNT DipN DANS RPTT MSc
RIMA FRCN MBE

In recognition of his influential contributions to the development of nursing practice in the UK and his increasingly important contributions to practice in, and understanding of, the relationships between spirituality and wellbeing. *23 November 2010*



Lord Bragg MA DUniv
LLD DLitt DCL FRS FRSL
FRTS FBA

In recognition of his definitive contributions to media and the arts and for his role in their continuing development. *12 July 2011*



Professorial appointments

Professor Vincent O'Brien as Professor of International Health

Vincent describes his work as cross-cultural, collaborative visual ethnography. He uses participatory video, photography and digital communications technologies as part of a community engagement and collaborative research strategy.



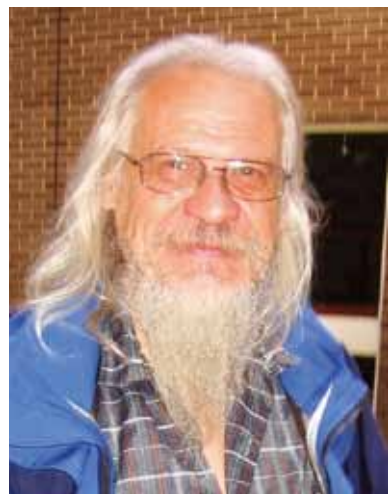
Professor Frank Peck as Professor of Regional Economic Development

Frank's general research interests focus on the regional impacts of industrial restructuring, regional economic policy and local and regional governance in the UK.



Professor Trevor Curnow as Professor of Philosophy

Trevor studied at the universities of Keele, East Anglia, Edinburgh and Lancaster, and has taught philosophy for most of the last thirty years in various places including the Open University, the University of Central Lancashire and the University of Khartoum.



Professor Richard McGregor as Professor of Music

Richard's principal area is an exploration of the processes behind the creative act of composing. He specialises in sketch (or early draft) studies, particularly in the music of Peter Maxwell Davies (for which he has a national reputation).



Professor Diane Cox as Professor of Occupational Therapy

Diane has recently been appointed as a member of the editorial board for the British Journal of Occupational Therapy (2011-2014). Diane's research specialisms include long-term conditions, chronic fatigue syndrome, fatigue management, and activity management.



Professor Robert Williams as Professor in Fine Art

Robert is an artist and academic. He trained at Lancaster University and at Leeds University, where he was a Henry Moore Scholar in Sculpture Studies in 1990.



Financial summary

RESULTS FOR YEAR

The university has recorded an operating surplus for the year of £6.6m (8% of turnover) and an overall surplus after exceptional items of £9.4m (11% of turnover).

From a financial management perspective this has been a significant year for the university:

- **The university's direct involvement in loss-making further education activity has been discontinued;**
- **The university's expensive long-term debt with NatWest has been refinanced; and,**
- **The university operated for nearly a full year post the major right sizing and restructuring carried out in summer 2010.**

The university's cash position at the end of the year was £9.7m (excluding £6.4m of cash held on behalf of the Energy Coast Campus programme).

The Group operating surplus for the year, which incorporates the results of the university's subsidiary companies, was £9.4m compared to a deficit in 2009/10 of £9.0m. This excellent result is primarily due to the action that was taken during 2010/11 to reduce the staffing base and in-year controls over pay costs. As a consequence, staffing costs fell by £7.1m compared to 2009/10 and in a year when income reduced due primarily to funding body cuts, the control over costs has been the driver for the improved financial performance in year.

Two key developments took place during 2010/11 which affected several

areas of the financial statements. Firstly, following a strategic decision by the University Board in 2009/10, the university ceased its further education provision at its Newton Rigg and Brampton Road campuses with effect from 31 July 2011. The provision at Newton Rigg was transferred to Askham Bryan College and the assets which were used in the delivery of further education and those which were used in the operations of the farms were sold to the new provider. This resulted in significant disposals which are recorded in the fixed assets note and a profit on the sale of fixed assets. The further education provision at Brampton Road was transferred to Carlisle College.

The cessation of further education will affect both the income and expenditure of the university in

£9.4m

**OVERALL
SURPLUS AFTER
EXCEPTIONAL
ITEMS**

	2011 (£m)	2010 (£m)
Income	86.3	91.3
Expenditure including taxation	(79.6)	(89.5)
Trading surplus	6.6	1.8
EXCEPTIONAL ITEMS:		
Impairment of Newton Rigg assets	0	(7.0)
Restructuring – staffing costs	(0.8)	(3.8)
Restructuring – cost of onerous leases	(2.2)	0
Restructuring – release of deferred income	5.6	0
Exceptional item: Profit on sale of fixed assets	0.2	0
Surplus / (deficit) for the year	9.4	(9.0)

2011/12 and in future years. Whilst the current contract with the Skills Funding Agency, which generated income of £4.2m in 2010/11, will cease, a significant amount of related costs will be also be removed. A number of staff were transferred to the new providers at the point of transfer and others have left the university under voluntary severance arrangements and these costs are disclosed within the £0.8m staff restructuring expenditure cost which is disclosed within exceptional items in the financial statements.

The other significant impact of the transfer of further education at the Newton Rigg campus is that the university was able to release a £5.6m grant it received from the North West Development Agency in 2007 for the purchase of the site.

The second key development in 2010/11 was the refinancing of some of the university's long-term borrowing. The university was able to repay its £8.1m of loans with NatWest Bank Plc using a loan obtained from Barclays Bank Plc. The interest rates on this new £8.0m loan are greatly reduced from the rates payable to NatWest and will result in a significantly reduced interest cost each year. In order to repay the NatWest loans, the university incurred £2.8m of break costs and this is recorded within Interest and Other Financing Costs in the Income and Expenditure Account. This refinancing arrangement has led to substantially all the university's borrowing being disclosed as long-term liabilities within the Financial Statements.

Governance and management

The University Board of Directors who held office during academic year 2010/11

The Venerable Peter Ballard
Chairman (to 30 September 2010)

Mr Stephen Henwood
Chairman (w.e.f 1 October 2010)

Mr Euan Cartwright
Vice Chairman

Very Revd Mark Boyling

Mr Bill Broekhuizen MBE

Mr Ian Bullough
(to 30 September 2010)

Dame Alexandra Burslem DBE JP DL

Mr Robert Clarke OBE

Mr Darren Connor
Staff Representative (to 20 June 2011)

Mr Alan Cooper OBE
(to 30 September 2010)

Dr Stephen Curl
(w.e.f 1 October 2010)

Dr Hilary Crowe
(w.e.f 25 November 2010)

Mr John Dell
(w.e.f 1 July 2011)

Mr Geoffrey Donnelly
(w.e.f 1 October 2010)

Mr Thomas Drummond
Student Representative

Mr Ed Elvish

Mr Bill Hamilton
(to 30 September 2010)

Ms Carole Heatly
(to 30 September 2010)

Mrs Claire Hensman
(w.e.f. 25 November 2010)

Mr Brian Hetherington

Mr Roger Liddle

Mrs Patricia Lowrie
(to 30 September 2010)

Bishop James Newcome

Mr Mark Renwick-Smith
(w.e.f 1 October 2010)

Mr William Sang

Ms Barbara Stephens OBE

Professor Graham Upton
(Interim Vice Chancellor)

Senior Management Team members in post during academic year 2010/11

Professor Graham Upton
Interim Vice Chancellor

Professor Liz Beaty
Pro Vice Chancellor
Academic Enterprise and External
Relations

Professor Sandra Jowett
Pro Vice Chancellor
Academic
(w.e.f January 2011)

Mr Neil Harris
Registrar and Secretary

Mr Stephen Avery
Interim Finance Director

Ms Janet Whitworth
Director of HR
(w.e.f November 2010)

Mr Mike Berry
Director of Estates and IT
(w.e.f. January 2011)

Professor Robert Hannaford
Dean, Faculty of Arts, Business and
Science

Professor Robin Talbot
Dean, Faculty of Health and Wellbeing

Mrs Melissa Shaw
Acting Dean of Education
(to November 2010)

Dr Sam Twisleton
Dean, Faculty of Education
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