COUNCIL – MINUTES

25 May 2017

PRESENT: Pro-Chancellor (in the chair); Vice-Chancellor; Professor A. M. Atherton; Mr D. Barron; Dr R. Boumphrey; Mr M. J. Dormer; Professor J. Garside; Professor S. Guy; Professor N. Johnson; Mr R. Johnson; Professor K. C. Jones; Ms R. L. Jones; Baroness Neville-Jones; Professor J. O’Hanlon; Mr S. Reynolds; Professor E. Ritchie; Dr J. Taylor; Mr J. Walker; Mrs V. Young.

IN ATTENDANCE: Mr P. Boustead; Professor S. Bradley; Professor A. G. Chetwynd; Professor S. P. Decent; Mr S. Franklin; Ms H. Hunter; Professor S. R. A. Huttly; Mr S. J. Jennings; Ms N. C. Owen; Mrs S. J. Randall-Paley; Mr M. Swindlehurst.

APOLOGIES FOR ABSENCE: Mrs R. S. Georghiou; Mr I. Johnson.

The Pro-Chancellor paid tribute to Mr James Carr who had recently died. Mr Carr had been an active supporter of the University, including serving as a member of Council, Finance and General Purposes Committee, and as Chair of Estates Committee where he played a critical role in overseeing the development of the estate during a period of significant investment. His legacy is one where staff and students will continue to benefit from in future years.

The Pro-Chancellor noted this was the final meeting for Ms Rhiannon Jones and Mr Jack Walker, and thanked them for their contributions.

DECLARATIONS OF INTEREST

There were no declarations of interest.

1. MINUTES (Restricted) PAPER A

ITEMS FOR INFORMATION

2. VICE-CHANCELLOR’S UPDATE AND QUESTIONS TO THE EXECUTIVE

2.1 The Vice-Chancellor provided an oral update on activities of interest to Council, including:

   (a) the University had performed strongly at the recent 2017 Roses Tournament, but narrowly missed victory against York University;
   (b) there had been an allocation of spending to research councils to support the Industrial Strategy Challenge Fund around the 1000 PhD studentships announced in the Spring Budget;
   (c) the General Medical Council had granted degree-awarding powers for the Lancaster Medical School MBChB programme;
the recent election announcement had fast-tracked the Higher Education and Research Bill, resulting in a number of amendments, in particular: revisions to the proposed powers for the Office for Students (OfS); the timescale for independent providers to achieve degree awarding powers; that performance in the Teaching Excellence Framework (TEF) would not be linked to tuition fee increases until 2020, and that fee rises would be linked to inflation during this period. There had been no amendment to remove international students from the immigration figures.

2.2 Council noted the report.

3. PRESIDENT OF THE STUDENTS’ UNION REPORT

3.1 The President of the Students’ Union introduced the report, commending the work of the 2016/17 Sabbatical team. Council noted the report.

ITEMS FOR DISCUSSION/APPROVAL

Strategy

4. STRATEGY UPDATE AND KEY PERFORMANCE INDICATORS (KPIs):

DRAFT TEXT

4.1 Council noted the further amendments to the Strategy Update and KPIs following review and feedback on previous versions, including from Council and Senate.

4.2 Council approved the Strategy Update and KPIs, subject to further minor amendments following the Executive’s reflection on discussions at the Council Awayday, and that the financial health adjusted operating cashflow target would be in the range of 9-11% of turnover on a rolling three year average.

4.3 Finance and General Purposes Committee and Council would be asked to consider and approve a financing strategy, and Council would be asked to consider options for step-change required to achieve strategic ambitions in due course.

5. STRATEGIC PARTNERSHIP OPPORTUNITY: PROGRESS UPDATE AND NEXT STEPS

(Restricted and Commercial in Confidence)

6. STRATEGIC APPROACH TO FUNDRAISING

(Restricted and Commercial in Confidence)

7. LANCASTER UNIVERSITY GHANA: PARTNERSHIP EXTENSION PROPOSAL AND BUSINESS PLAN

(Restricted and Commercial in Confidence)

8. UNDERGRADUATE NON-CONTINUATION

(Restricted and Confidential)
9. **EDUCATION STRATEGY**

9.1 Council noted the revised Education Strategy and implementation plan, following approval by Senate on 8 March 2017.

**Governance**

10. **COUNCIL EFFECTIVENESS REVIEW: REPORT OF COUNCIL SUB-GROUP**

10.1 The Deputy Pro-Chancellor introduced the paper outlining the work of the Council Sub-group and the principal recommendations in responding to the outcomes of the Council effectiveness review. Council approved the recommendations set out in the report for implementation.

11. **STRATEGIC AND EXECUTIVE RISK REGISTERS**

11.1 The Director of Strategic Planning and Governance introduced the report, including outlining recent changes.

11.2 There was discussion about whether cyber security should be identified as a sector or university-specific risk, and about the University’s level of preparedness to respond to cyber-attacks.

11.3 Council approved the updated Strategic Risk Register and noted the revised Executive Risk Register.

**Estates**

12. **BUSINESS CASE FOR PHASE 1 OF THE HEALTH INNOVATION CAMPUS**

13. **BUSINESS CASE FOR THE MANAGEMENT SCHOOL REDEVELOPMENT PROJECT**

**ITEMS FOR REPORT**

14. **UNIVERSITY EMERITUS PROFESSOR APPOINTMENTS: PROPOSALS UNDER STATUTE 10**

15. **COUNCIL CHAIR’S ACTIONS**

15.1 Council noted the report.

16. **STANDING COMMITTEES AND REPORTS**

16.1 Council noted the written reports.
17. **ORAL UPDATE ON THE FINANCE AND GENERAL PURPOSES COMMITTEE MEETING OF 24 MAY 2017**

17.1 Council noted the report.