COUNCIL – MINUTES

29 September 2017

PRESENT: Pro-Chancellor (in the chair); Vice-Chancellor; Professor A. M. Atherton; Mr D. Barron; Mr M. J. Dormer; Professor J. Garside; Mrs R. S. Georgiou; Mr I. Johnson; Professor N. Johnson; Professor K. C. Jones; Mr S. Reynolds; Professor E. Ritchie; Professor J. Taylor; Mr J. Woolf; Mrs V. Young.

IN ATTENDANCE: Mr Francis Burkitt (Rothschild) (attended for item 7.1); Ms Jane Chadwick (Rothschild) (attended for item 7.1); Professor S. P. Decent (attended for item 9.1); Mr S. Franklin (attended for items 8.1-8.2); Ms H. Hunter; Professor S. R. A. Huttly (attended for items 8.1-8.3); Mr S. J. Jennings; Ms N. C. Owen; Mrs S. J. Randall-Paley (attended for items 7.1-8.1, 9.2); Mr M. Swindlehurst (attended for items 7.1-8.1).

APOLOGIES FOR ABSENCE: Ms L. Atkinson; Professor S. Guy; Mr R. Johnson; Baroness Neville-Jones.

The Pro-Chancellor and Council paid tribute to Mr John Hadfield who had recently died. Mr Hadfield had made important and valued contributions to the University and had served in a variety of roles including Chair of Audit Committee, member of Council and Deputy Pro-Chancellor and had also been a Trustee of the Students’ Union.

1. WELCOME AND APOLOGIES FOR ABSENCE

1.1 Apologies for absence were noted.

2. DECLARATIONS OF INTEREST

2.1 There were no declarations of interest.

3. MINUTES

PAPER A

(Restricted)

4. MATTERS ARISING

4.1 The Deputy Pro-Chancellor provided an update on the forthcoming work of the Appointment Committee and Council agreed that the appointment of two lay members of Council and two lay members of Court to the Committee would be approved by Council through correspondence following recommendation from Nominations Committee.
5. **VICE-CHANCELLOR’S UPDATE AND QUESTIONS TO THE EXECUTIVE**

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

(a) the recent and ongoing press coverage of higher education, particularly in relation to student funding and senior salary pay, and focus on grade inflation by the Minister at the Universities UK (UUK) conference;
(b) the University had scored 91% student satisfaction rates in the 2017 National Student Survey (NSS), placing it in the top 5 UK universities;
(c) current forecasts indicated that the University would perform well in terms of the 2017/18 student intake;
(d) over 80 students had graduated at the first graduation ceremony at Lancaster University Ghana, which had been presided over by the Chancellor, the Rt. Hon. Alan Milburn;
(e) there had been a successful launch of the consultation around the UA92 proposition;
(f) the University had been named The Times and The Sunday Times University of the Year 2018. In addition, it had also been named ‘Best University Halls’ in the National Student Housing Awards 2017.

5.2 Council noted the report and recorded its congratulations and thanks to all staff and students for their contribution to the success of the University in being named University of the Year.

6. **PRESIDENT OF THE STUDENTS’ UNION REPORT**

6.1 The President of the Students’ Union introduced the report.

6.2 Council noted the report.

7. **FINANCE**

7.1 **FINANCING STRATEGY UPDATE**

(Paper C: Restricted and Commercial In Confidence)

7.2 **FRAMEWORK FOR ACQUISITIONS AND OTHER STRATEGIC OPPORTUNITIES**

(Paper D)

7.2.1 The Director of Finance presented a paper setting out a proposed framework by which the University would consider significant acquisitions and other strategic opportunities in the future. Finance and General Purposes Committee had considered and recommended the proposal to Council for approval.

7.2.2 Council approved the proposed framework, subject to further reference to identification of leadership accountabilities.

8. **STRATEGY**

8.1 **STRATEGIC PARTNERSHIP OPPORTUNITY: UPDATE FOR COUNCIL**

(Paper E: Restricted and Commercial in Confidence)
8.2 LANCASTER’S BRAND JOURNEY AND NEXT STEPS  
(Paper F  
(Restricted and Commercial in Confidence)

8.3 TEACHING EXCELLENCE FRAMEWORK YEAR TWO: OUTCOMES AND ANALYSIS  
(Paper G

8.3.1 The Pro-Vice-Chancellor (Education) introduced the paper providing a summary of the TEF Year Two outcomes together with an analysis of the University’s performance and a note about the future development of TEF.

8.3.2 Council noted the report.

9. GOVERNANCE

9.1 COMMERCIALISATION GOVERNANCE ARRANGEMENTS  
(Paper H

9.1.1 The Director of Strategic Planning and Governance and Pro-Vice-Chancellor (Research and Enterprise) introduced the paper, setting out proposed changes to governance arrangements in relation to commercialisation, noting that further work would be carried out, led by the Pro-Vice-Chancellor (Research and Enterprise), in order to define the delegation schedule and bring a recommendation to Finance and General Purpose Committee and Council for approval. The proposed changes had been recommended by Senate and Finance and General Purposes Committee.

9.1.2 Council approved that the Commercialisation Sub-Committee be moved from a sub-committee of the Enterprise and Innovation Committee to a sub-committee of Finance and General Purposes Committee under the terms of reference set out at Annex A, and noted the further work being undertaken to prepare a delegation schedule for recommendation and approval.

9.2 RISK REGISTERS POST-ELECTION  
(Paper I

9.2.1 The Director of Strategic Planning and Governance introduced the paper reporting the revised Strategic and Executive Risk Registers and issues for Council to consider, particularly given the uncertainties of the external environment.

9.2.2 Key points of discussion related to: the ongoing uncertainty of the external/political environment and possible impacts on the sector; and, that it was important to address the possible pace of change in relation to how this impacted on risk.

9.2.3 Council asked the Executive to consider how the current growth strategy might be impacted by a change in the unit of teaching resource and to undertake some scenario planning in relation to potential financial challenges to current plans.

9.3 STRATEGIC SAFETY, HEALTH AND WELLBEING COMMITTEE  
(Paper J

9.3.1 The Director of Strategic Planning and Governance introduced the paper setting out proposed revisions to the governance arrangements for health and safety following a recent review of those in place.
9.3.2 Council approved the revised Terms of Reference, delegations and delegated authority for Health and Safety included in Annexes A, B and C.

9.4 NOMINATIONS COMMITTEE PAPER K

9.4.1 The Chief Administrative Officer and Secretary introduced the report setting out proposed amendments to the terms of reference of Nominations Committee and broader issues for Council to consider in relation to the work of the Committee in the coming year.

9.4.2 Council approved the revised terms of reference of Nominations Committee and for an additional lay member of Council to be included within the membership constitution.

9.5 FORWARD SCHEDULE OF COUNCIL BUSINESS PAPER L

9.5.1 Council noted the report and that members would be contacted when a decision had been made about whether to reschedule the November dinner.

10. REPORTS

10.1 CHAIR’S ACTION PAPER M

10.1.1 Council noted the report.

10.2 WRITTEN REPORTS OF MEETINGS PAPER N

10.2.1 Council noted the written reports.

11. ORAL UPDATES ON THE ESTATES COMMITTEE AND FINANCE AND GENERAL PURPOSES COMMITTEE MEETINGS OF 29 SEPTEMBER 2017

11.1 Council noted reports from the Chairs of the Estates Committee and the Finance and General Purposes Committee, including the further work being undertaken to evaluate the costs of the Management School Redevelopment and concerning the redevelopment of the spine.

12. CLOSE