PRESENT: Pro-Chancellor (in the chair); Vice-Chancellor; Professor A. M. Atherton (Deputy Vice-Chancellor); Mr D. Barron (lay member); Mr M. J. Dormer (lay member); Professor J. Garside (Deputy Pro-Chancellor); Mrs R. S. Georgiou (lay member); Professor S. Guy (Senate representative); Ms A. Kettle (student representative) (until end item 7.3); Mr R. Johnson (lay member); Baroness Neville-Jones (Deputy Pro-Chancellor); Mr S. Reynolds (lay member); Professor E. Ritchie (lay member); Professor J. Taylor (Senate representative); Mr J. Woolf (Students’ Union President); Mrs V. Young (lay member).

IN ATTENDANCE: Mr P. Boustead (Director of Human Resources and Organisational Development) (attended for items 10.1 and 10.2); Professor S. Bradley (Pro-Vice-Chancellor (International) (attended for items 7.2 and 7.3); Mr S. Franklin (Director of Marketing and Engagement) (attended for item 7.1); Ms H. Hunter (Committee Secretary); Mr S. J. Jennings (Director of Strategic Planning and Governance); Ms N. C. Owen (Chief Administrative Officer and Secretary); Mr M. Swindlehurst (Director of Facilities) (attended for items 9.1 and 9.2).

APOLOGIES FOR ABSENCE: Mr I Johnson (lay member); Professor N. Johnson (Senate representative); Professor K. C. Jones (Senate representative)

1. WELCOME AND APOLOGIES FOR ABSENCE

1.1 Council noted apologies for absence.

1.2 The Pro-Chancellor welcomed Ms Anna Kettle, the new student representative, to her first meeting.

2. DECLARATIONS OF INTEREST

2.1 There were no declarations of interest.

3. MINUTES

3.1 Council approved the minutes of the meeting held on 24 November 2017.

4. MATTERS ARISING

4.1 There were no matters arising.

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) that the Teaching Excellence Framework (TEF) 3 and subject-level pilot were underway, and that Professors Huttly and Chetwynd had respectively been appointed to those boards overseeing the activity;
the University’s research profile was strengthened by four Lancaster academics having been listed in the Clarivate Analytic Highly Cited Researchers list for 2017 and, based on the current trajectory of research awards, a strong performance in securing research income over the coming year was expected;

noting the two recent changes in the Government’s ministerial team with responsibility for overseeing the sector;

an update on the Health Innovation Campus programme, which was scheduled to open in Autumn 2019;

that UCAS undergraduate applications data demonstrated that the University had performed well, including relative to the sector, but that it would be very important to translate this to conversions;

that Professor Dame Sue Black had been appointed as the new Pro-Vice-Chancellor (Engagement), and was due to take up the post in August 2018.

5.4 Council noted the report.

6. PRESIDENT OF THE STUDENTS’ UNION REPORT PAPER B

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

6.2 Council noted the report.

7. STRATEGY

7.1 LANCASTER’S DEVELOPING REPUTATION: PROGRESS SO FAR AND NEXT STEPS PAPER C

(Restricted and Commercial in Confidence)

7.2 INTERNATIONAL PARTNERSHIPS: STRATEGY AND ACHIEVEMENTS PAPER D

(Restricted and Commercial in Confidence)

7.3 EVALUATION OF POTENTIAL INTERNATIONAL PROJECTS PAPER E

(Restricted and Commercial in Confidence)

7.4 LOW PARTICIPATION NEIGHBOURHOODS TARGETS PAPER F

7.4.1 The Deputy Vice-Chancellor introduced the report covering the University’s approach to activities in Low Participation Neighbourhoods (LPNs) in line with the Government’s broader widening participation and access strategy as well as the University’s overall enrolment objectives.

7.4.2 Council noted the report.

7.5 KPIs: YEAR-END REPORT FOR 2016/17 PAPER G

7.5.1 The Director of Strategic Planning and Governance introduced the report, which provided an update on progress against the University’s Key Performance Indicators during 2016/17, and provided further information on 2017/18 performance where the data was available, noting the key area for improvement was in relation to retention against the University’s target and that a range of activities were being undertaken by the University in response.
7.5.2 Council noted the report.

8. FINANCE: OPENING A BANK ACCOUNT IN GHANA PAPER H

8.1. Council approved the opening of a bank account in Ghana as set out in the paper and authorised the Director of Finance to complete the formal application process.

9. ESTATES

9.1 CAMPUS MASTERPLAN PAPER I

9.1.1 Mr Simon Reynolds, Chair of Estates Committee, confirmed his support for the Campus Masterplan, as he had been unable to attend the previous meeting at which it had been presented and discussed.

9.1.2 Council approved the Campus Masterplan.

9.1.3 Council commended the Director of Facilities, who was leaving the University, for his significant contributions to transforming the University estate during his tenure.

9.2 ESTATES COMMITTEE: 26 JANUARY 2018 ORAL UPDATE

9.2.1 The Chair of Estates Committee and Director of Facilities provided an oral report from the meeting earlier in the day, including work to bring the Management School redevelopment within budget and potential impacts to programme, and progress with the Health Innovation Campus.

9.2.2 Council noted the report.

10. HUMAN RESOURCES

10.1 UPDATE TO COUNCIL ON THE NATIONAL USS PENSIONS REFORMS PAPER J

10.1.1 The Director of Human Resources and Organisational Development gave a presentation covering the current position with regard to proposed reforms to the USS pension scheme, UCU industrial action, and communication with staff, noting the dynamic situation.

10.1.2 Council noted the possibility of significant impact from industrial action and management action being taken to mitigate the situation, and the importance of communicating with staff and students. Council agreed that there should be a future report on the University’s strategy for staff recruitment and retention in light of any impacts from the changes.

10.2 REDUNDANCY COMMITTEE ANNUAL REPORT 2016-17 PAPER K

(Restricted)
11. **GOVERNANCE**

11.1 **REPLACING COURT WITH AN ANNUAL PUBLIC MEETING**

11.1.1 The Chief Administrative Officer and Secretary introduced the paper, which set out proposals for an Annual Public Meeting to replace Court and a communication and engagement plan for current Court membership.

11.1.2 Council discussed the report, noting that further feedback would be taken into account, including from Court, before finalising the format and organisational arrangements of the future meeting. It was further noted that it was important that the University engaged with its range of stakeholders and the Annual Public Meeting was one route to achieving this, but that Council would want to hear the feedback from this meeting.

11.2 **AMENDMENTS TO CHARTER, STATUTES AND ORDINANCES**

11.2.1 The Chief Administrative Officer and Secretary introduced the paper, which set out proposed amendments to the Charter, Statutes and Ordinances, noting that the changes principally reflected the outcomes of the Council and Court effectiveness reviews.

11.2.2 Council resolved to approve the proposed amendments to the Charter, Statutes and Ordinances with a view to providing a final resolution to make the proposed amendments at its meeting in March 2018.

11.3 **COURT: MEMBERSHIP OF UNIVERSITY**

11.3.1 Council approved the proposal that a selection of Court members, particularly from Class IV membership, were invited to be considered for continuing Membership of the University, noting that specific proposals will be progressed.

11.4 **OFFICE FOR STUDENTS REGULATORY FRAMEWORK**

11.4.1 The Director of Strategic Planning and Governance introduced the report setting out Council’s key responsibilities under the new framework, noting the proposals were under consultation, but not expected to change significantly. The report also set out sources of assurance and anticipated work to ensure compliance with the new framework.

11.4.2 Council noted the report.

11.5 **STRATEGIC AND EXECUTIVE RISK REGISTERS**

11.5.1 The Director of Strategic Planning and Governance introduced the report providing the Strategic and Executive Risk Registers.

11.5.2 Council noted the report and asked that further consideration be given to the risk assessments in the Strategic Risk Register, in particular that some post-mitigation scoring might be too pessimistic.
11.6 RESILIENCE AT LANCASTER: RISK MANAGEMENT FRAMEWORK PAPER Q

11.6.1 The Director of Strategic Planning and Governance introduced the updated framework for the responsibilities and arrangements for risk management at the University, noting that this was one component of the full ‘Resilience at Lancaster’ framework, which also encompassed emergency planning and business continuity.

11.6.2 Council approved the risk management framework.

11.7 DRAFT CODE OF PRACTICE BETWEEN THE UNIVERSITY AND LU STUDENTS’ UNION (LUSU) PAPER R

11.7.1 Council approved the Code of Practice between the University and LUSU.

11.8 RECOMMENDATION FROM THE NOMINATIONS COMMITTEE PAPER S

11.8.1 Council approved the appointment of Mr Ian Johnson to the Council Safety, Health and Wellbeing Committee, which would be co-terminus with his appointment to Council.

12. ITEMS FOR REPORT

12.1 COUNCIL CHAIR’S ACTIONS PAPER T

12.1.1 Council noted the report.

12.2 WRITTEN REPORTS OF STANDING COMMITTEE MEETINGS PAPER U

12.2.1 Council noted the written reports.

12.3 FORWARD SCHEDULE OF COUNCIL BUSINESS PAPER V

12.3.1 Council noted the schedule.