

## **COUNCIL – MINUTES**

**25 January 2019**

**PRESENT:** Pro-Chancellor, Lord Liddle (in the chair); Vice-Chancellor; Mr D. Barron (lay member); Professor S. Bradley (Interim Deputy Vice-Chancellor); Mr M. J. Dormer (lay member); Mrs R. S. Georghiou (lay member); Professor J. Garside (Deputy Pro-Chancellor); Professor S. Guy (Senate representative); Mr I. Johnson (lay member); Mr R. Johnson (lay member); Professor K. C. Jones (Senate representative); Ms R. Llystyn Jones (Students' Union President); Ms A. Mullan (Senate representative); Baroness Neville-Jones (Deputy Pro-Chancellor); Mr G. Nuttall (student representative); Mr S. Reynolds (lay member); Professor E. Ritchie (lay member); His Hon. Judge P. Sycamore (lay member); Mrs V. Young (lay member).

**IN ATTENDANCE:** Dr A. Belton (Head of Department, Mathematics and Statistics) (*attended for item 10*); Mr P. T. Boustead (Director of Human Resources and Organisational Development) (*attended for items 7-9*); Mr A. Burgess (Director of Estates, Facilities and Commercial Services) (*attended for items 14-16*); Dr G. A. F. Carden (Director of Strategic Projects and Chief of Staff) (*attended for items 10-11*); Ms H. Hunter (Committee Secretary); Professor S. R. A. Huttly (Pro-Vice-Chancellor (Education)) (*attended for items 9-10*); Mr S. J. Jennings (Director of Strategic Planning and Governance); Professor Angus W. Laing (Dean, LU Management School) (*attended for item 12*); Ms N. C. Owen (Chief Administrative Officer and Secretary); Mrs S. J. Randall-Paley (Director of Finance) (*attended for items 11-18*).

**APOLOGIES FOR ABSENCE:** Professor N. Johnson (Senate representative); Lord M. Price (lay member).

### **1. WELCOME AND APOLOGIES**

- 1.1 Council noted apologies for absence.
- 1.2 Council welcomed Professor Steve Bradley as a member in his role as Interim Deputy Vice-Chancellor.

### **2. DECLARATIONS OF INTEREST**

- 2.1 Under item 20 concerning recommendations from Nominations Committee, three lay members had an interest where their appointments were being sought. There were no other declarations of interest.

### **3. MINUTES**

**PAPER A**

- 3.1 Council approved the minutes of the meeting held on 23 November 2018.

### **4. MATTERS ARISING**

- 4.1 There were no matters arising.

## 5. VICE-CHANCELLOR'S UPDATE AND QUESTIONS TO THE EXECUTIVE

### 5.1 **Restricted and Commercial in Confidence**

5.2 The Director of Strategic Planning and Governance provided an update on the Snow Sports incident, including that eight students had been subject to disciplinary processes resulting in a range of outcomes and that the deadline for appeals was that day.

5.3 The Vice-Chancellor referred back to the monthly updates to Council of December and January alongside an oral update on activities of interest to Council, including:

- (a) Chris Skidmore had been appointed as the new Universities and Science Minister;
- (b) the USS Trustee had instigated a new valuation of the scheme and issued a consultation;
- (c) UCU was balloting its membership for strike action in a continuing dispute over pay and conditions; the ballot was due to close on 22 February. UCU had previously balloted for strike action in Autumn 2018, but had received no mandate;
- (d) the Office for National Statistics (ONS) had announced its decision on the accounting treatment of student loans, confirming that it will treat part of the loan funding as financial assets and part as government expenditure;
- (e) the Augar review of post-18 education and funding was still awaited;
- (f) a consultation about the Knowledge Exchange Framework (KEF) proposals was underway;
- (g) the Office for Students (OfS) had published a report on changes in graduate attainment, analysing changes in the proportion of first and upper second class degrees ('good' degrees) awarded between 2010-11 and 2016-17. The report highlighted that 11.6% of the increase in these awards was unexplained and the University was one of six institutions that did not have any of these unexplained increases of 'good' degrees;
- (h) OfS had raised concerns about the use of unconditional offers within the sector and the University would continue to monitor this;
- (i) that applications for the 2019 intake were strong, particularly in comparison to wider sector performance;
- (j) the staff survey results had been extremely positive and there would be a detailed report to a future meeting;
- (k) the metrics for TEF4 had been released and although the University did not need to reapply at this stage it still performed strongly under these metrics, but it had concern about the supplementary metric on graduate earnings. The University had also written to Dame Shirley Pearce concerning the TEF consultation to clarify issues concerning the request for the response to be reviewed by the governing body.

5.4 Council noted the report and agreed that a letter should be written to the Minister raising the concern about the inclusion of graduate earnings as a TEF supplementary metric given the view that it implied earnings were the primary indicator of a successful career and it took no account of regional economic variations.

- |            |   |                |
|------------|---|----------------|
| <b>6.</b>  | <b>PRESIDENT OF THE STUDENTS' UNION REPORT</b>  | <b>PAPER B</b> |
| 6.1        | The President of the Students' Union introduced the report.   |                |
| 6.2        | Council <u>noted</u> the report and also that there was currently a thematic review of student wellbeing being undertaken, from which the outcomes would be reported to Council in due course.  |                |
| <b>7.</b>  | <b>REDUNDANCY COMMITTEE ANNUAL REPORT 2017/18</b>   | <b>PAPER C</b> |
| 7.1        | Council <u>noted</u> the report.  |                |
| <b>8.</b>  | <b>REPORT FROM COUNCIL SAFETY, HEALTH AND WELLBEING COMMITTEE</b>   | <b>PAPER D</b> |
| 8.1        | Council <u>noted</u> the report and <u>approved</u> the revised University Health and Safety Policy (subject to a minor amendment to take account of protected characteristics) and the Arrangements for Managing Health and Safety.  |                |
| 8.2        | Council also <u>noted</u> that further clarification of the scope of the Committee's responsibilities would be considered as part of the effectiveness review of sub-committees.  |                |
| <b>9.</b>  | <b>EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2017/18</b>  | <b>PAPER E</b> |
| 9.1        | Council <u>noted</u> the report, which would be published. Council also <u>noted</u> that a substantive item at the Away Day would concern Equality, Diversity and Inclusion matters.   |                |
| <b>10.</b> | <b>PARTNERSHIP PROPOSAL</b><br><b>(Restricted and Commercial in Confidence)</b>   | <b>PAPER F</b> |
| <b>11.</b> | <b>UA92: REVIEW AGAINST THE FRAMEWORK FOR ACQUISITIONS AND STRATEGIC OPPORTUNITIES</b>  | <b>PAPER G</b> |
| 11.1       | Council <u>noted</u> the report setting out how the development of the project and implementation maps to the approved Framework.   |                |
| <b>12.</b> | <b>LANCASTER UNIVERSITY MANAGEMENT SCHOOL: ACADEMIC AND FINANCIAL PERFORMANCE</b><br><b>(Restricted and Commercial in Confidence)</b>   | <b>PAPER H</b> |
| <b>13.</b> | <b>2018/19 ADMISSIONS FOR UG AND PGT STUDENT AND FUTURE POPULATION PLANNING</b><br><b>(Restricted and Commercial in Confidence)</b>   | <b>PAPER I</b> |
| 13.1       | The Deputy Vice-Chancellor introduced the paper modelling the implications of the 2018/19 intake of new Undergraduate and Postgraduate Taught students for the University's longer-term student number and budgetary planning. The University had performed well in relation to the sector for the 2018/19 intake, but there were ongoing challenges, particularly resulting from the dip in the UK 18-year old demographic, that needed to be taken account of in order to enable robust planning. |                |

- 13.2 Key points of discussion included:
- (a) the revised targets were intended to be more realistic in the current demographic context of there being fewer 18-year olds in the UK, but the University's intention was still to achieve its student number growth aspirations in the longer term;
  - (b) the opportunities to recruit students from broader national, European and international regions;
  - (c) the impact having been University of the Year had across the recruitment markets;
  - (d) the importance of focussing on conversion activity to support growth aspirations.
- 13.3 Council noted the report and concluded that the slower growth in anticipated student numbers would have obvious financial implications. The re-phasing of the capital programme was set out in the succeeding item. Action to review and control the wider University cost base would be the subject of further work and papers to Council.
- 14. 5-YEAR CAPITAL INVESTMENT PROGRAMME TO 2022/23 PAPER J**
- 14.1 Council noted the report and approved the five-year capital programme, following recommendation from the Finance and General Purposes Committee and the Estates Committee.
- 15. RESIDENCES REFURBISHMENT SUMMER 2019 PAPER K**
- 15.1 Council noted the report and approved the Summer 2019 refurbishment programme for University-owned residences, comprising four individual projects totalling £5.625M, following recommendation from the Finance and General Purposes Committee and the Estates Committee.
- 16. LIBRARY PHASE 3 PAPER L**
- 16.1 Council noted the report and approved the delivery of Library Phase 3 within a total project budget of £11M, following recommendation from the Finance and General Purposes Committee and the Estates Committee.
- 17. THE JOHN RUSKIN WHITEHOUSE COLLECTION AT THE RUSKIN LIBRARY, LANCASTER PAPER M**  
**(Restricted and Commercial in Confidence)**
- 18. STRATEGIC AND EXECUTIVE RISK REGISTERS PAPER N**
- 18.1 Council noted the report and suggested that consideration should be given to whether risk scoring was too high in light of existing mitigations.
- 19. REVISED CODE OF CONDUCT ON PROTESTS PAPER O**
- 19.1 Council approved the Code of Conduct on Protests for adoption from 1 February 2019 (subject to a minor amendment to clarify that a risk assessment would be required where protests go ahead).

**20. NOMINATIONS COMMITTEE REPORT** **PAPER P**

20.1 Following recommendation from Nominations Committee, Council approved:

- (a) the reappointment of the following lay Council members to 31 July 2022 to Council and their sub-committee positions:
- Ian Johnson to Council, Audit Committee, Council Safety, Health and Wellbeing Committee, and Redundancy Committee;
  - Robin Johnson to Council;
  - Simon Reynolds to Council, Finance and General Purposes Committee and as Chair of Estates Committee;
- (b) the reappointment of Mark Shackleton to Finance and General Purposes Committee as a Senate-appointed member for a further term.

*(Ian Johnson, Robin Johnson and Simon Reynolds were not present for discussion about their reappointments.)*

20.2 The Chief Administrative Officer and Secretary reported on proposed recruitment activity, initially focussing on seeking a member with Higher Education experience and asking members to provide feedback on proposed criteria and possible suggestions of name.

**21. COUNCIL SUB-COMMITTEES EFFECTIVENESS REVIEW** **PAPER Q**

21.1 Council noted the report and the proposed approach to undertaking the review.

**22. COUNCIL APPRAISAL 2019: OUTCOMES** **PAPER R**

22.1 Council noted the report.

**23. GOVERNANCE OVERSIGHT OF SIGNIFICANT PARTNERSHIPS** **PAPER S**

23.1 Council noted the report and confirmed the proposed approach set out in the paper.

**24. COUNCIL CHAIR'S ACTIONS** **PAPER T**

24.1 Council noted the report.

**25. WRITTEN REPORTS OF MEETINGS** **PAPER U**

25.1 Council noted the written report.

**26. FORWARD SCHEDULE OF COUNCIL BUSINESS** **PAPER V**

26.1 Council noted the schedule.

**27. DATE OF NEXT MEETING**

27.1 The next Council meeting will be held at 9.00 a.m. on Friday 15 March 2019 in the Private Dining Room, County College. There will be a dinner the preceding evening on Thursday 14 March with a presentation on engagement from Professor Dame Sue Black.