

COUNCIL – MINUTES

15 March 2019

PRESENT: Pro-Chancellor, Lord Liddle (in the chair); Vice-Chancellor; 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); Professor N. Johnson (Senate representative); 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); Lord M. Price (lay member); Professor E. Ritchie (lay member); His Hon. Judge P. Sycamore (lay member); Mrs V. Young (lay member).

IN ATTENDANCE: Mr P. T. Boustead (Director of Human Resources and Organisational Development) (*attended for items 8-10*); Mr S. Franklin (Director of Marketing and Engagement) (*attended for item 7*); Ms H. Hunter (Committee Secretary); Professor S. R. A. Huttly (Pro-Vice-Chancellor (Education)) (*attended for items 8-9*); Mr S. J. Jennings (Director of Strategic Planning and Governance); Ms N. C. Owen (Chief Administrative Officer and Secretary); Mrs S. J. Randall-Paley (Director of Finance) (*attended for items 10-12*).

APOLOGIES FOR ABSENCE: Mr D. Barron (lay member); Mr I. Johnson (lay member); Mr R. Johnson (lay member); Mr S. Reynolds (lay member).

1. APOLOGIES

1.1 Council noted apologies for absence.

2. DECLARATIONS OF INTEREST

2.1 There were no declarations of interest.

3. MINUTES

PAPER A

3.1 Council approved the minutes of the meeting held on 25 January 2019.

4. MATTERS ARISING

4.1 The Pro-Chancellor confirmed that he had written to the Minister concerning the TEF supplementary metric on graduate earnings. There were no further matters arising.

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

5.1 The Vice-Chancellor referred back to the monthly update to Council of February alongside an oral update on activities of interest to Council, including:

- (a) the Universities and Colleges Admissions Service (UCAS) had published information on the distribution of unconditional offers in the sector. The University would continue to monitor its performance in this area;

- (b) the University had been selected as a pilot institution to participate in the Knowledge Exchange Framework (KEF);
- (c) the Higher Education Statistics Agency (HESA) data around widening participation performance showed that the University continued to perform strongly;
- (d) the University had maintained its share of the distribution of Engineering and Physical Sciences Research Council (EPSRC) Centres for Doctoral Training (CDTs) in 2019 against 2014, which was a good outcome given the overall reduction for the sector;
- (e) HESA had released the latest non-continuation rates for 2016/17 entry which showed continued improvement for the University with a 96% retention rate and ranked 24th in the UK. The Vice-Chancellor thanked staff for their efforts in achieving this and noted that a detailed report would be provided to Council in due course;
- (f) the inaugural meeting of The Lancaster Exchange, the University's new annual meeting, was due to take place on 30 March and members were encouraged to register and attend.

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 and, in particular, how the University and Students' Union could work together to ensure effective representation structures across all partner campuses.
- 6.3 The Pro-Chancellor congratulated George Nuttall on his recent election as the Students' Union President for 2019/20.

7. UPDATE ON THE DEVELOPMENT OF THE LANCASTER BRAND

PAPER C

- 7.1 The Director of Marketing and Engagement gave a presentation outlining current performance, challenges and options for continued development of the University brand.
- 7.2 Key points of discussion included:
 - (a) opportunities to engage broader regional markets;
 - (b) the brand of Lancaster as a location can often be a comparative disadvantage (e.g. compared to internationally recognised urban locations);
 - (c) optimal distribution of marketing resources within the University;
 - (d) challenges in the current environment due to the downturn in the 18-year old demographic, but opportunities in relation to the future upturn;
 - (e) extent to which pricing impacts on student choices and how this may affect the perception of quality;
 - (f) the impact of the use of scholarships and bursaries to attract students.
- 7.3 Council noted that there would be further discussion at the Council Away Day in relation to the course portfolio and its attractiveness, modelling the effect of the changing 18-year old demography and approaches to pricing.

- 8. STATUTORY REPORTING ON GENDER PAY GAP 2018** **PAPER D**
- 8.1 Council noted the report providing the Gender Pay Gap 2018 Report, which would be published and was a statutory reporting requirement. Council noted that the report covered 1 April 2017 to 31 March 2018, using a snapshot of 30 March 2018. The University had been working to improve the position and there would be further consideration as part of a broader equality, diversity and inclusion item at the Council Away Day.
- 9. STAFF ENGAGEMENT SURVEY 2018: UPDATE ON REPORTING AND ACTION PLANNING** **PAPER E**
- 9.1 The Director of Human Resources and Organisational Development gave a presentation summarising the key findings of the Staff Survey 2018 and action planning in response to areas identified for improvement, but noting that the outcomes had been positive, including that the University was considered to be an employer of choice.
- 9.2 Council noted the presentation and report.
- 10. 2019/20 NATIONAL PAY NEGOTIATIONS** **PAPER F**
- 10.1 Council approved the recommendation that the University participates in national pay bargaining in 2019 and Lancaster's position in those negotiations.
- 11. ORAL REPORT FROM THE FINANCE AND GENERAL PURPOSES COMMITTEE**
(Restricted and Commercial in Confidence)
- 12. KPIs: MID-YEAR REPORT FOR 2018/19** **PAPER G**
- 12.1 Council noted the report providing the mid-year performance update and the additional information in relation to retention performance as reported earlier in the meeting.
- 13. APPOINTMENT OF A LAY MEMBER** **PAPER H**
- 13.1 Council approved the appointment of Professor Sir Ian Diamond as a lay member of Council from 1 August 2019-31 July 2022.
- 14. SENIOR OFFICER APPOINTMENT: PROPOSAL FOR AN INTERIM ARRANGEMENT** **PAPER I**
- 14.1 Council approved the appointment of Professor Vincent Reid as interim Pro-Vice-Chancellor (Research and Enterprise) from 1 April to 31 July 2019.
- 15. CUC REVIEW OF HE CODE OF GOVERNANCE** **PAPER J**
- 15.1 Council noted the review the Committee of University Chairs (CUC) was undertaking of the Higher Education Code of Governance and provided comments for the University's response.

- 16. UNIVERSITY PROFESSOR EMERITUS APPOINTMENT: PROPOSALS UNDER STATUTE 10** **PAPER K**
- 16.1 Council approved the proposal as set out in the paper following the recommendation of Senate.
- 17. COUNCIL CHAIR'S ACTIONS** **PAPER L**
- 17.1 Council noted the report.
- 18. WRITTEN REPORTS OF MEETINGS** **PAPER M**
- 18.1 Council noted the written reports.
- 19. FORWARD SCHEDULE OF COUNCIL BUSINESS** **PAPER N**
- 19.1 Council noted the schedule.
- 20. DATE OF NEXT MEETING**
- 20.1 The next Council meeting will be the Away Day starting in the afternoon of Thursday 16 May 2019 followed by the formal Council Meeting on Friday 17 May 2019, all at The Midland Hotel, Morecambe.