

LANCASTER UNIVERSITY

Minutes of a meeting of the Council
held on 20 November 2009

PRESENT: Mr B. M. Gray (in the Chair), Vice-Chancellor, Dr L. J. Banton, Ms H. Child, Dr K. Davidson, Professor P. J. Diggle, Ms G. Gardner, Mr J. Hadfield, Professor S. Henig, Professor G. Johnes, Mr G. Johnson, Mr L. King, Councillor G. Marsland, Mr G. Middlebrook, Mr G. Parker, Mr M. Payne, Mr R. Pickles, Mr R. Turner, Ms L. Willis.

IN ATTENDANCE: Miss F. M. Aiken, Professor A. G. Chetwynd, Professor R. D. McKinlay, Professor T. J. McMillan, Mr A. C. Neal, Mrs S. Randall-Paley, Mr L. Richardson, Mr M. Swindlehurst, Ms V. Tyrrell, Mrs L. M. Wareing.

APOLOGIES FOR ABSENCE: Mr A. Baker, Dr G. Brown, Professor H. Thomason.

CO.09/83 Declaration of interest

There were no declarations of interest.

CO.09/84 Presentation: Chief Operating Officer

Document: COO/09/29

The Chief Operating Officer, Mr Andrew Neal, gave a presentation on Central Services which covered:

- the aims of the review of the central administration carried out in 2008;
- the structure of Central Services;
- analyses of staff numbers and categories across the seven divisions;
- budgets;
- main activities and priorities;
- a progress report on what has been achieved so far.

THE COUNCIL RESOLVED to receive the report and to thank Mr Neal for his presentation.

CO.09/85 Minutes: report of meeting on 2 October 2009

Document: SEC/2009/2/0327

THE COUNCIL RESOLVED to approve the minutes as set out.

CO.09/86 Current schedule of future business

Document: SEC/2009/2/0381

THE COUNCIL RESOLVED to note the rolling schedule of business subject to changing the date of the next Council meeting to Thursday 4 February 2010.

CO.09/87 Vice-Chancellor's report

Document: VC/09/89

The Vice-Chancellor drew attention to his written report and the following points.

- (a) The 2009 admissions process which had resulted in the highest ever intake of postgraduate research students and had enabled the University to come very close to the overall admissions target.
- (b) The outstanding work of Professor Bill Davies in the Lancaster Environment Centre which had attracted two prestigious awards: the THES Best Research Award and the Queen's Anniversary Award.
- (c) The award of a Doctoral Training Centre in Management Science and Mathematics and Statistics.
- (d) The completion of the purchase, by the North West Development Agency for Lancaster City Council, of land designated for the new Science Park.

THE COUNCIL RESOLVED to receive the Vice-Chancellor's report.

CO.09/88 LUSU President's report

Document: SEC/2009/2/0382

The LUSU President, Mr Michael Payne, drew attention to his written report as set out and the following points.

He congratulated the University on its recent awards and explained the purpose of the student demonstration organised to coincide with the Council meeting.

THE COUNCIL RESOLVED to receive the LUSU President's report.

CO.09/89 Audit

Documents: SEC/2009/2/0309; SEC/20009/2/0239; SEC/2009/2/0357

- (A) **REPORT OF THE AUDIT COMMITTEE MEETINGS ON 25 SEPTEMBER AND 23 OCTOBER 2009**
- (B) **ANNUAL REPORT OF THE AUDIT COMMITTEE**
- (C) **ANNUAL REPORT OF THE INTERNAL AUDITORS**

THE COUNCIL RESOLVED to:

- (i) note the report of meetings of 25 September and 23 October 2009 and approve the recommendations set out therein including the reappointment of PricewaterhouseCoopers as internal auditors;
- (ii) receive the annual report of the Audit Committee;
- (iii) note the Annual report of the Internal Auditors 2008/09.

CO.09/90 Finance

Documents: FIN/09/65; FIN/09/63; FIN/09/64; FIN/09/66; FIN/09/49 (previously circulated); FIN/09/62 (previously circulated)

- (A) **ANNUAL ACCOUNTS 2008/09**

The accounts were before Council for final approval on the recommendation of the Finance Committee, together with the management representation letter required by the auditors.

(B) **FINANCIAL FORECASTS**

The Director of Finance:

- (a) reported that the Financial Forecasts had been subjected to extensive discussion by the Finance Committee;
- (b) reported that HEFCE had not given guidance as to what they considered reasonable underlying assumptions and that, in the absence of such guidance, it had been decided to opt for a mid-case scenario;
- (c) drew attention to some of the other assumptions underpinning the forecasts together with already established factors such as student admissions figures for October 2009.

(C) **FINANCIAL REGULATIONS AND PRIMARY FINANCIAL DELEGATIONS**

The Director of Finance explained that the previous version of the schedule of delegations had been updated and revised with the aim of clarifying what Council is required to approve and what can be approved, under delegated authority, by other bodies and individual office-holders.

She also explained that, once approved by Council, the schedule of delegations would not need to be brought back to Council on a regular basis unless further changes to the schedule are proposed.

During discussion, some suggestions were made for minor revisions.

THE COUNCIL RESOLVED to approve:

- (i) the Annual Accounts
- (ii) the Financial Forecasts to 2013
- (ii) the Financial Regulations and Primary Financial Delegations of Authority

THE COUNCIL RESOLVED to note:

- (iv) the report of Director of Finance
- (v) the Management Accounts as at 31 July 2009 and 30 September 2009

Council received, as an information item, a presentation from the Vice-Chancellor which covered the government discussion paper “Higher Ambitions – the Future of Universities in a Knowledge Economy” and the recently announced Review of Higher Education Funding and Student Finance.

(A) **HIGHER AMBITIONS**

The Vice-Chancellor summarised the main issues as being how:

- (a) to ensure that all those who have the ability to benefit can gain access to higher education;
- (b) to support universities in making an even bigger contribution to economic recovery and future growth;
- (c) to strengthen the research capacity of universities and its translation into economic impact;
- (d) to promote excellent teaching for all students, with universities competing to attract students on the basis of the excellent service provided;
- (e) to further strengthen the role of universities at the heart of communities and shared intellectual life as one of the key ways in which they engage with the wider world;
- (f) to ensure that universities continue to maintain excellence, under even tighter public expenditure constraints.

He drew particular attention to recommendations 5 and 9 in the Higher Ambitions paper concerning, respectively, the funding of teaching and research.

(B) **REVIEW OF HIGHER EDUCATION FUNDING AND STUDENT FINANCE**

The Vice Chancellor drew Council’s attention to:

- (a) the terms of reference of the Review Group noting that the remit extends well beyond tuition fees issues and covers all categories of students and not just full-time undergraduates;
- (b) the membership of the review group and of the advisory panel;
- (c) the timetable for the review with the report not due until autumn 2010, that is, after the next general election.

The Vice Chancellor made the following observations.

- The Review Group will need to distinguish between the possible different funding models and the impact of each on all groups of students.
- If a graduate tax model was adopted, there would be no hypothecation and the HE sector would have to bid for funds from the general public revenue purse.
- Were a loans model to be continued then the interest rate to be charged in future (currently 0% under the existing loans scheme) will need to be debated and decided. This is a factor influencing the long-term viability of the current loans model.
- The need for the Review Group to address the perception that higher socio-economic groups benefit disproportionately from higher education, alongside the desire to widen participation across all social backgrounds.

During an extensive discussion a number of differing views were expressed by members of Council, including:

- (A) student concerns about the membership of the Review Group and the absence of a member from the NUS;
- (B) the wish of LUSU that its voice be heard and communicated to the Review Group;
- (C) the need for Council to take account of the views of all stakeholders and to act in the best interests of the University as a whole;
- (D) the impossibility of Council arriving at an informed view at this early stage of the review, and the need for further discussions to take place within the University between various parties, including between the Vice-Chancellor and LUSU President;
- (E) the desirability of discussing the issue again at Council's February meeting, when further information may be available.

THE COUNCIL RESOLVED to:

- (i) receive the presentation;
- (ii) revisit the issue at its February 2010 meeting.

CO.09/92 Governance

Documents: SEC/2009/2/0333; SEC/2009/2/0265; SEC/2009/2/0078; SEC/2009/2/0079; SEC/2009/2/0341; SEC/2009/2/0334

- (A) **APPOINTMENT OF DEPUTY PRO-CHANCELLOR**
- (B) **STATUTE 20**
- (C) **FACULTY OF ARTS AND SCIENCES REORGANISATION**

THE COUNCIL RESOLVED to:

- (i) approve the appointment of the John Hadfield as Deputy Pro-Chancellor for the period of three years from 10 February 2010;
- (ii) receive the report on the proposed amendments to Statute 20;
- (iii) note the discussion about Statute 20 in Senate and to note that further consultation will be undertaken with a report back to Senate on 25 February 2010;
- (iv) defer discussion and any decision on the Statute 20 proposals until it has received a report on the consultations when it meets on 4 February 2010;
- (v) approve the reorganisation of academic departments in the Faculty of Arts and Social Sciences, noting Professor Henig's personal regret at the demise of the Department of Politics and International Relations;
- (vi) to note the report on Council Member Reviews.

CO.09/93 Risk Register

Document: FIN/09/67

The Director of Finance drew attention to her report as set out.

THE COUNCIL RESOLVED to note the Risk Register.

CO.09/94 Key Performance Indicators

Documents: SEC/2009/2/0347; SEC/2009/0349; SEC/2009/2/0348; SEC/2009/2/0337

- (A) **KEY PERFORMANCE INDICATORS: BALANCED SCORECARDS AND THEMATIC REPORTS**

The Vice-Chancellor drew attention to the papers before Council and to the following:

- the revisions made to the score-card to link them more closely to the University's Strategic Plan;

- that one thematic report would be presented to each meeting of Council.

(B) **REPORT ON GOENKA PARTNERSHIP**

The Deputy Vice-Chancellor reported to Council on the University's collaborative partnership with the G D Goenka World Institute and drew attention to the following:

- the speed with which the partnership had been established;
- plans for future developments, including an impressive portfolio of business and management programmes which will be in place from August 2010 and a portfolio of programmes in science and technology, health and medicine, and design, which will be in place from October 2011.

THE COUNCIL RESOLVED to:

- (i) approve the proposed new format for presenting KPIs;
- (ii) approve the proposed schedule for KPI thematic reports and transformational project reports;
- (iii) note the balanced scorecard;
- (iv) note the thematic report incorporated in the commentary of the Annual Accounts;
- (v) note the report on the Goenka programme transformational project.

CO.09/95 Report of Nominations Committee

Documents: SEC/2009/0256; GAP/2009/0615

THE COUNCIL RESOLVED to approve recommendations:

- (i) that Mr James Carr be appointed as a member of Council for three years from 1 August 2010;
- (ii) that Mr Adrian Cutts be appointed as a co-opted member of the Audit Committee for three years from 1 February 2010;
- (iii) concerning the membership of Court, as they relate to Council-appointed members as set out, but with the inclusion of Court in the list of bodies from which suggestions are sought for the award of Life Membership of Court.

CO.09/96 Emeritus and Continuing membership

Document: SEC/2009/2/0362

THE COUNCIL RESOLVED to approve emeritus and continuing membership appointments as follows:

Emerita Librarian

Ms Jacqueline Whiteside

Emeritus Professor

Professor S. Ackroyd	30 September 2009
Professor R. G. Carter	30 September 2009
Professor C. C. Park	30 September 2009
Professor K. A. Percy	30 September 2009
Professor D. W. Seward	30 September 2009
Professor D. W. Whitton	31 October 2009

Continuing membership of the University

Mrs P. D. Davis	30 September 2009
Mr H T G Hands	30 September 2009
Dr G. J. O. Jameson	30 September 2009
Dr R. Jones	30 September 2009
Mrs J. A. Manifold	30 September 2009
Mr J. J. McGovern	2 October 2009
Dr T. G. Pearce	30 September 2009
Ms R. E. Turner	25 September 2009
Dr A. E. Waine	31 October 2009
Ms V. C. Walshe	30 September 2009

CO.09/97 Review of current meeting

Council members expressed themselves happy with the arrangements for the meeting.

CO.09/98 Standing Committees

Documents: CRO/09/11; SEC/2009/2/0361; SEC/2009/2/0293; CR/09/22; SEC/2009/2/0306

- (a) College and Residence Committee: meeting of 5 May 2009
- (b) Estates Committee: meeting of 16 October 2009
- (c) Finance Committee: meeting of 30 October 2009

- (d) Lancaster University and Students' Union Joint Committee:
meeting of 22 September 2009
- (e) Senate: meeting of 7 October 2009

THE COUNCIL RESOLVED to note the committee reports and to confirm the actions taken.

CO.09/99 Use of University Seal

Document: SEC/2009/2/0292

THE COUNCIL RESOLVED to receive the report ion the use of the University Seal.