

LANCASTER UNIVERSITY

**Minutes of a meeting of the Council
held on 8 October 2010**

PRESENT: Mr B. M Gray (in the Chair); Vice-Chancellor; Mr A. Baker; Dr G. Brown; Mr J. R. Carr; Dr K Davidson; Mr J. Davies; Professor P. J. Diggle (for CO.10/66-CO.10/71); Mr F. Fitzherbert-Brockholes; Mrs G. Gardner; Mr J. Hadfield; Professor S. Henig; Professor G. Johnes; Mr L. King; Councillor G. Marsland; Mr G. Middlebrook; Mr G. Parker; Mr R. Pickles; Professor H. Thomason; 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; Professor M. M. Smyth; Mr M. Swindlehurst; Mr C. Thrush; Ms V. Tyrrell; Mrs L. M. Wareing.

CO.10/66 New members

The Chair welcomed Mr James Carr, Mr Robbie Pickles and Mr James Davies as new members of Council.

CO.10/67 Declaration of interest

There were no declarations of interest.

CO.10/68 Presentation: Dean of the Faculty of Science and Technology

Document: SEC/2010/2/0979

The Dean of the Faculty of Science and Technology, Professor Mary Smyth, updated Council members on activities in the Faculty. She drew attention in, in particular, to the following:

- the organisational structure of the Faculty, including academic departments, research groupings and administrative support teams;
- staff numbers;
- the main foci of activity;
- Faculty events

- Faculty finances;
- the main changes and developments over the last five years;
- the main trends in UG and PG student recruitment and registrations;
- international collaborative teaching partnerships;
- Doctoral Training Centres;
- research excellence in the faculty and preparation for the REF;
- future plans.

THE COUNCIL RESOLVED to receive the report and to thank the Dean of the Faculty of Science and Technology for her presentation which had demonstrated the impressive scale and scope of Faculty activity.

CO.10/69 Minutes: report of meeting on 18 June 2010

Document: SEC/2010/2/0941

THE COUNCIL RESOLVED to approve the minutes as set out.

CO.10/70 Current schedule of future Council business

Document: SEC/2010/2/0942

THE COUNCIL RESOLVED to note the schedule of future Council business.

CO.10/71 Vice-Chancellor's report

Document: VC/10/R005

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

- (a) the 2010 student recruitment cycle;
- (b) international issues including:
 - the University's established collaborative teaching partnerships and possible new developments;
 - the significant increase in science investment in China and the corresponding increase in overtures and enquiries from institutions in mainland China about possible links with Lancaster;
 - Lancaster's improved position in the THE International League table;

- (c) national issues in the UK including:
- the imminent publication (due 12 October 2010) of the Browne Review of Higher Education Funding and Student Finance;
 - the Comprehensive Spending Review announcement (due 20 October 2010);
 - ongoing government discussions about the possible reduction in net migration to the UK which could impact adversely upon the number of international students granted visas to study in the UK.

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

CO.10/72 LUSU President's report

Document: SEC/2010/2/0943

The LUSU President drew attention to his written report and to the following points.

- (a) The LUSU President expressed his regret at the inclusion in his written report of an inaccurate statement about student accommodation guarantees, for which he apologised, before confirming that:
- the University had met all campus accommodation guarantees for 2010 entrants;
 - all students without guaranteed campus accommodation had been found off-campus housing.

He drew Council's attention to the hard work and co-operative effort by different areas of the University in housing the 2010 intake.

- (b) LUSU's imminent registration with the Charity Commission.
- (c) The recent successful student visit to G. D. Goenka, the University's collaborative teaching partner in Delhi, which LUSU hopes will be the first of regular visits to the University's international partners.
- (d) A successful Intro Week, in particular, the welcome event for international students which had been attended by 500 people.

The Chair thanked the LUSU President for his excellent report and commented on the usefulness to Council of two reports (the Vice-Chancellor's report and the LUSU President's report) which cover similar issues from different perspectives.

THE COUNCIL RESOLVED to note the President's report.

Documents: FIN/10/64; SEC/2010/2/0895; FIN/10/65; FIN/10/46 (previously circulated); FIN/10/51 (previously circulated)

(A) REPORT OF THE DIRECTOR OF FINANCE

The Director of Finance drew attention to her written report and to the following points:

- (a) that the external auditors have now completed their examination of the 2009/10 accounts and have signed them off;
- (b) that the target surplus had been which represented an excellent achievement.

(B) AMENDMENTS TO THE MODEL FINANCIAL MEMORANDUM BETWEEN HEFCE AND INSTITUTIONS

The University Secretary explained the background to the amendments to the HEFCE Financial Memorandum including:

- (a) the fact that HEFCE had made adjustments to what it had originally proposed in response to sector concerns;
- (b) that the Audit Committee had considered the revised Memorandum and had, despite some reservations, has accepted the role required of them by HEFCE;
- (c) Annex I of the Memorandum which sets out expectations of governing bodies;
- (d) the need to designate the Vice-Chancellor as 'Accountable Officer', as required by the amended Memorandum.

(C) RISK POLICY

The Director of Finance introduced the Risk Policy and invited comments and suggestions.

During discussion the following points were made.

- (a) in response to a question about the USS Pension Scheme, the Chief Operating Officer confirmed that the issue of joint and several liability in relation to the scheme is covered by a caveat in the University accounts and that the Finance Committee is aware of the issue and discusses it every year; in addition, the Vice-Chancellor explained the USS consultation process currently underway with regard to the recommended changes to the pension scheme;
- (b) that the risk policy is comprehensive and focuses on the right issues;

- (c) that the University is doing all it can to put itself into the best position to deal with the risks as identified;
- (d) that the risk profile is appropriate.

(D) **MANAGEMENT ACCOUNTS AS AT MAY 2010 AND JUNE 2010**

The latest Management Accounts had been circulated to Council members.

THE COUNCIL RESOLVED to:

- (i) note the Report of the Director of Finance;
- (ii) note the report on amendments to the model Financial Memorandum between HEFCE and institutions;
- (iii) designate Professor P W Wellings the 'Accountable Officer';
- (iv) approve the updated Risk Policy;
- (v) agree that the current risk profile of the University is appropriate and in line with Council's risk appetite;
- (vi) note an extract from the latest University Risk Register;
- (vii) note the Management Accounts as at May 2010 and June 2010.

CO.10/74 Strategy: Financial Sustainability and Academic Regeneration Working Group Reports

Documents: SEC/2010/2/0976; SEC/2010/2/0966; SEC/2010/2/0969

The Vice-Chancellor explained the provenance of the two reports which he had commissioned, outlined the structure and content, and drew attention to key points before inviting Council members to comment.

During discussion:

- (a) clarification was sought and given concerning:
 - the stated intention not to change the academic shape of the University;
 - the need for Lancaster University staff to teach somewhere other than Lancaster;
 - the need to develop more employer connected degree programmes;
- (b) Council recognised that the University is taking financial issues very seriously and has plans in place to cope with whatever might emerge from the Browne Review and the Comprehensive Spending Review.

THE COUNCIL RESOLVED to commend the reports from the Working Groups on Financial Sustainability and Academic Regeneration.

*Documents: SEC/2010/2/0967; SEC/2010/2/0968; SEC/2010/2/0971;
COO/10/37*

(A) **UNIVERSITY SECRETARY'S REPORT**

The University Secretary drew attention to her written report and to the following points:

- (a) the recent resignation of a member of Council;
- (b) progress in making appointments of new Council members;
- (c) the rules on the removal of members of Council and the declaration of eligibility;
- (d) the need to request Criminal Records Bureau declarations from Council members;
- (e) that indemnity insurance for Council members is in place.

(B) **UNIVERSITY STRATEGY AND SUPPORTING STRATEGIES**

The University Secretary drew attention to the hierarchy of University strategies and policies and to the schedule for approvals of planned new policies and reviews of existing ones.

(C) **APPOINTMENT OF A PRO-VICE-CHANCELLOR INTERNATIONAL**

The University Secretary reported that following interviews for the post of Pro Vice-Chancellor International, the Appointing Committee had unanimously recommended that Professor Steve Bradley be appointed with effect from a date to be confirmed. She explained that appointments of senior officers (Pro Vice-Chancellors, Deans, the University Secretary, and the Chief Operating Officer) are made by Council on the recommendation of Senate and requested that Council delegate to the Pro-Chancellor its authority to approve this appointment immediately after the meeting of Senate on 13 October 2010, assuming that Senate supports the recommendation.

The University Secretary also recommended that Council and Senate each delegate to the relevant Appointing Committee the power to make the appointment of a senior officer on their behalf, other than the appointment of a Vice-Chancellor which would continue to require a decision by Council.

(D) **EQUAL OPPORTUNITIES COMMITTEE**

The Director of Human Resources explained the rationale for changing the name and the remit of the existing Committee.

During discussion it was requested that further thought be given to how the membership of the new Committee should be constituted.

THE COUNCIL RESOLVED to:

- (i) note the University Secretary's report;
- (ii) note the report on the University Strategy and Supporting Strategies and the planned actions as set out;
- (iii) delegate to the Pro-Chancellor the authority to approve the appointment of a Pro-Vice-Chancellor International as recommended by Senate;
- (iv) agree to delegate its authority to make appointments of senior officers (excluding the Vice-Chancellor) to the relevant Appointing Committees;
- (v) approve the replacement of the Equal Opportunities Committee with the Equality and Diversity Committee with terms of reference as set out and subject to further discussions about the membership.

CA.10/76 Chief Operating Officer

Document: COO/10/34

The Chief Operating Officer drew attention to his written report and to the following points.

- (a) student accommodation issues including:
 - the refurbishment of 600 student rooms during the summer in time for the start of the new academic session;
 - the accommodation on campus of 3300 new undergraduate with guarantees and of an additional 570 new entrants without guarantees;
 - the accommodation in Lancaster city of 130 students (without campus accommodation guarantees) through the LUSU Housing Office;
- (b) the completion and occupation of the new LICA building at the north end of campus;
- (c) the successful transfer, as the result of a tremendous effort by relevant staff, of all IT services from their old locations to the new ISS Building at the south end of campus;
- (d) financial issues, including the need to review all areas of expenditure in order to keep within budgets and free up money for new activities.

THE COUNCIL RESOLVED to note the Chief Operating Officer's report.

Documents: COO/10/36; SEC/2010/2/0992

The Director of Human Resources drew attention to the proposals contained in the documents as set out and updated Council members on developments since the last meeting of Council:

- the current state of national pay negotiations;
- concerns across the HE sector about job security;
- changes to the default retirement age;
- the consultation process on changes to the USS pension scheme.

THE COUNCIL RESOLVED to:

- (i) approve the agreed new Employment Policy procedures for immediate implementation;
- (ii) approve a continuing need for redundancies and remits for the detailed consideration of potential cases involving academic staff to the Redundancy Committee;
- (iii) note the Director of Human Resource's oral report.

Documents: SEC/2010/2/0985; PSU/2010/0137; PSU/2010/0138

The Vice Chancellor drew attention to the reports before Council. In relation to the thematic report on the Lancaster Experience, the Director of Facilities drew attention to the following points:

- the improved condition of the University estate in 2010 compared to 2005;
- the overriding need to use space efficiently;
- the maintenance spend as a percentage of % of the insured value of the estate;
- the difficulty in reporting BREAM awards in a meaningful way;
- that the University's Carbon Management Plan will be brought to Council in November.

The Chair thanked the Director of Facilities and colleagues, and members of the Estates Committee for their excellent achievements.

THE COUNCIL RESOLVED to note:

- (i) the updated KPI balanced scorecard
- (ii) the thematic report on Lancaster Experience.

CA.10/79 Emeritus and Continuing membership

Document: SEC/2010/2/0993

THE COUNCIL RESOLVED to approve the appointments as set out.

CA.10/80 Review of current meeting

Council members expressed themselves satisfied with the arrangements.

CA.10/81 Standing Committees

Documents: SEC/2010/2/0996; SEC/2010/2/0994; SEC/2010/2/0995

THE COUNCIL RESOLVED to receive the report from the following committees.

- (i) Colleges and Student Experience Committee: meeting of 4 May 2010
- (ii) Knowledge Exchange and Commercial Affairs Committee: meeting of 18 June 2010
- (iii) Senate: meeting of 26 May 2010

CA.10/82 Chair's action

Document: SEC/2010/2/0997

THE COUNCIL RESOLVED to note the decision taken by the Chair as set out.