

**LANCASTER UNIVERSITY**

Minutes of a meeting of the Council  
held on 1 July 2011

**PRESENT:** Mr B. M Gray (in the Chair); Vice-Chancellor; Mr A. Baker; Mr W. Bingley; Dr R. Boumphrey; Dr G. Brown; Mr J. R. Carr; Dr K Davidson; Mr F. Fitzherbert-Brockholes; Mr J. Hadfield; Professor G. Johnes; Mr L. King; Councillor G. Marsland; Mr G. Middlebrook; Mr G. Parker; Mr R. Pickles; Professor C. Ram-Prasad; Professor E. Rose; Professor H. Thomason; Ms L. Willis.

**IN ATTENDANCE:** Miss F. M. Aiken; Professor A. G. Chetwynd; Mr J. J. Gallagher; Mr G. Gardiner; Mrs M. Leek; Professor R. D. McKinlay; Mr A. C. Neal; Mrs S. Randall-Paley; Mr M. Swindlehurst; Ms V. Tyrrell; Mrs L. M. Wareing.

**APOLOGIES FOR ABSENCE:** Mrs G. Gardner.

CO.11/51 Declaration of interest

*Ref: CA.1*

There were no declarations of interest.

CO.11/52 Presentation: Director of Information Systems Services

*Ref: CA.2; document: SEC/2011/2/0706*

The Director of Information Systems Services updated Council members on the work undertaken over the last decade to upgrade the University's IT infrastructure in order to make it more robust, more secure and better fit for purpose. He drew attention, in particular, to:

- the situation 10 years ago;
- the current situation including work already completed, and planned future developments, in the areas of:
  - infrastructure enhancements to improve security and resilience;
  - the need to provide a high quality student experience;
  - support for teaching and research;

- on-line access to services;
- people and governance issues.

THE COUNCIL RESOLVED to note the presentation and thanked the Director of Information Systems Services.

CO.11/53 Minutes

*Ref: CA.3; document: SEC/2011/2/0707*

THE COUNCIL RESOLVED to approve the minutes of the meeting held on 20 May 2011.

CO.11/54 Current schedule of future Council business

*Ref: CA.4; document: SEC/2011/2/0708*

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

CO.11/55 Vice-Chancellor's report

*Ref: CA.5; document: VC/10/R007*

The Vice-Chancellor drew attention to his written report as set out and to the following:

- (a) his congratulations to Professor William Davies of the Lancaster Environment Centre who was awarded a CBE for services to science in the Queen's Birthday Honours list;
- (b) his recent visit to the USA for a series of meetings with US-based Lancaster alumni, many of who had maintained a strong interest in the University;
- (c) the establishment of a 501(c) company in the US to enable tax deductible donations to be made to the University;
- (d) two recent, successful campus events: the Staff Prize evening and the "Spotlight on Lancaster" event;
- (e) the recent announcement of possible collaboration with Liverpool University;
- (f) changes to the USS pension scheme;
- (g) Lancaster's place in the top ten of all three major national 2011 league tables and its 9<sup>th</sup> place ranking in the "Table of Tables", published by The Times on 30 June, noting that an analysis of Lancaster's league table performance would be brought to Council in the Autumn.

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

CO.11/56 LUSU President's report

*Ref: CA.6*

The LUSU President apologised for the absence of a written report and drew attention to the upcoming LUSU Annual Report, which will be made available to Council in October, and which will chronicle a very successful year for LUSU, encompassing, amongst other things:

- the highest ever turn-out rates for LUSU Full-Time Officer elections;
- excellent participation in surveys of students organised by LUSU;
- the strengthening of the student representative system at departmental and faculty levels;
- increased support for student clubs and societies;
- several successful LUSU organised events including the Christmas Festival and the Summer festival;
- excellent student participation rates for volunteering.

He asked to place on record his gratitude to the Deputy Vice-Chancellor, Vice-Chancellor and the Pro-Chancellor and wished the Vice-Chancellor well in his new appointment.

THE COUNCIL RESOLVED to note the oral update from the LUSU President.

CO.11/57 Strategy

*Ref: CA.7*

The Vice-Chancellor made a presentation to Council which outlined the main features of the recently published HE White Paper "Students at the heart of the system", noting:

- the conspicuous absence of any overall vision for the place of UK HE in the global context;
- the absence of any reference to innovation and research policy;
- the overriding focus on English undergraduate funding and number controls including increased competition around student numbers and more "consumer powers" for students.

He also drew attention to the following.

- Plans for provision of more and better information for students including:
  - Key Information Statements covering, amongst other things;
    - contact hours;
    - graduate destinations;
  - Student Charters.

- Student number controls, including:
  - the unregulated admission of up to 65000 AAB students
  - core and margin redistribution (around 20000 students)
  - freedom from admissions controls where fees are below £6k.
- Increased competition via private providers and more HE provided by FE Colleges.
- Future actions by the UK government, including:
  - an Innovation and Research White Paper to be published in the autumn of 2011;
  - changes to the regulatory framework and the powers and remit of HEFCE, which will require primary legislation.
- Actions required at Lancaster, including:
  - production of time-series data on retention rates;
  - the need for the academic contact hours policy to be refreshed by October 2011;
  - the modelling of financial risks associated with the new student number controls system by October 2011;
  - the first draft of the Key Information Statements data by December 2011.

THE COUNCIL RESOLVED to note the update on the HE White Paper and thanked the Vice-Chancellor for his presentation.

CO.11/58

Governance

*Ref: CA.8; documents: SEC/2011/2/0710; SEC/2011/2/0712; COO/11/35; SEC/2011/2/0719; SEC/2011/2/0701; SEC/2011/2/0716*

(A) **GUANGWAI-LANCASTER UNIVERSITY**

The Deputy Vice-Chancellor drew attention to the proposal as set out and to the following:

- the proposed composition of the Board of Trustees;
- the proposed appointment of a Pro-Vice-Chancellor Academic;
- the fact that the curriculum for all programmes to be delivered at Guangwai-Lancaster will always have to be approved by Lancaster University;
- that the financial model, still to be agreed, will need to be closely aligned to the academic model.

In response to questions from Council members, the Deputy Vice-Chancellor confirmed that:

- any potential risks to Lancaster's reputation will be mitigated by robust quality assurance processes, the recruitment of high quality staff, and through the establishment of research links;
- costs incurred by Lancaster University will be offset by carefully managed transfers of students from Guangwai-Lancaster programmes to Lancaster University programmes;
- that colleagues at the Guangdong University of Foreign Studies are confident that there will no difficulty in finding investors.

THE COUNCIL RESOLVED to note the proposal for the establishment of Guangwai-Lancaster University; and to approve the establishment of a review group as set out.

**(B) REVOCATION OF AWARDS**

The University Secretary drew attention to the proposal as set out and to the following:

- the current lack of any satisfactory procedures processes for the revocation of degrees which had become apparent as the result of a recent case taken before Senate and the need to rectify this situation;
- the need for robust and detailed procedures given the potential grave consequences for any individuals deprived of degrees by the University;
- the need for Senate and Council approval, as required by the Charter and Statutes;
- Senate's approval of the proposals at its meeting on 8 June 2011.

THE COUNCIL RESOLVED to approve the recommendations for the Revocation of Awards as set out.

**(C) THE WORK FOUNDATION**

THE COUNCIL RESOLVED to approve the establishment of a new company limited by guarantee for the acquired activities of The Work Foundation as set out.

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

The University Secretary drew attention to her written report and to the proposals contained therein.

THE COUNCIL RESOLVED to note the University Secretary's report, and to approve the recommendations as set out.

(E) **NOMINATIONS COMMITTEE**

THE COUNCIL RESOLVED to approve the recommendations made by the Nominations Committee as set out.

(F) **DEAN OF THE MANAGEMENT SCHOOL**

THE COUNCIL RESOLVED to approve the reappointment of the Dean of the Management School as set out.

CO.11/59 Chief Operating Officer

*Ref: CA.9; document: COO/11/30*

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

- (a) the recent completion of the new Sports Centre building which had been handed over to the University by the constructors and which is scheduled to open on 1 August 2011;
- (b) the upcoming UCU ballot on industrial action;
- (c) progress with continuing negotiations with UCU over the proposed new Redundancy and Redeployment policies, noting that these had already been agreed by the other two campus trade unions but would not be implemented until all three unions had agreed, and that the old procedures would therefore remain in force;
- (d) that a new Director of Human Resources would shortly be appointed.

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

CO.11/60 Finance

*Ref: CA.10; documents: FIN/11/38; FIN/11/39; COO/11/34; FIN/11/33 (previously circulated); FIN/11/41 (previously circulated)*

(A) **DIRECTOR OF FINANCE'S REPORT**

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

THE COUNCIL RESOLVED to note the report of the Director of Finance.

(B) **HEADLINE BUDGET FOR 2011/12 AND FINANCIAL FORECASTS TO 2015/16**

The Director of Finance drew attention to the proposals as set out and to the following points:

- that a further version of Headline Budgets will be brought to Council for approval in the autumn;
- the assumptions and rationale underlying the Financial Forecasts;
- a summary of the work still to be done;
- that the 2011/12 target surplus is thought to be achievable as is the return to a 4% surplus in 2012/13.

The Chair of the Finance Committee, Mr Laurence King, endorsed the comments of the Director of Finance, and emphasised the current uncertain capital funding environment and the possibility that some capital projects may have to be rescheduled as a result. He stressed that it is important that Council members understand the University's net debt, and the necessity of its being able to service this debt whilst also maintaining the University estate.

The Chair of Council thanked the Director of Finance and her team and the Chair of the Finance Committee for their work.

THE COUNCIL RESOLVED to approve the Headline Budget for 2011/12 and the Financial Forecasts to 2015/16.

(C) **PROPOSED CAPITAL PROGRAMME 2011-2016**

The Chief Operating Officer drew attention to the proposed rolling capital programme as set out and explained the underlying rationale and assumptions. In particular he drew attention to the proposals relating to Engineering and the need to look at academic development plans in parallel with capital investment plans.

THE COUNCIL RESOLVED to approve the Proposed Capital Programme for 2011-2016.

(D) **MANAGEMENT ACCOUNTS**

THE COUNCIL RESOLVED to note the Management Accounts as at April 2011 and May 2011.

*CA.11; documents: COO/11/32; COO/11/31; COO/11/33*

(A) **SCHOOL OF HEALTH AND MEDICINE**

The Chief Operating Officer reminded Council members that this long-established project has been in the rolling Capital Programme for some years. He noted that although the return on investment will to some extent depend on the future development of medical education at Lancaster, the refurbishment of the buildings concerned is needed in any case and that the space would be configured in as flexible a way as possible.

THE COUNCIL RESOLVED to note and approve the proposal relating to the School of Health and Medicine as set out.

(B) **WIND TURBINES PROJECT**

The Chief Operating Officer drew attention to the proposal as set out and to the following:

- the background to the proposal;
- the importance of the project to the University's Carbon Management Plan and the need for Council to consider the proposal within that within this broader context;
- that HEFCE backing is assured in the form of a repayable loan;
- that a few planning issues have still to be resolved but no money will be expended until the planning appeal period has ended;
- that the University is pursuing a number of energy saving initiatives to compensate for the reduction from two wind turbines to one.

THE COUNCIL RESOLVED to note and approve the proposal relating to the Wind Turbines Project as set out.

(C) **LANCASTER QUANTUM TECHNOLOGY CENTRE**

The Chief Operating Officer drew attention to the proposal as set out and stressed the importance for the upcoming REF exercise of a Clean Room to house equipment which will enable important experimental research.

THE COUNCIL RESOLVED to note and approve the proposal relating to the Lancaster Quantum Technology Centre as set out.

CO.11/62 Key Performance Indicators

*Ref: CA.12; documents: SEC/2011/2/0721; PSU/2011/0065; PSU/2011/0066*

THE COUNCIL RESOLVED to note:

- (i) the updated KPI balanced scorecard;
- (ii) the thematic report on people.

CO.11/63 Emeritus and Continuing membership

*Ref: CA.13; document: SEC/2011/2/0598*

THE COUNCIL RESOLVED to approve the appointments as set out.

CO.11/64 Review of current meeting

*Ref: CA.14*

Council members expressed themselves satisfied with the arrangements.

CO.11/65 Standing Committee

*Ref: CA.15*

THE COUNCIL RESOLVED to receive the following committee reports:

- (i) Audit Committee, meeting held on 10 June 2011 (*SEC/2011/2/0677*)
- (ii) Equality and Diversity Committee, meeting held on 25 May 2011 (*SEC/2011/2/0725*)
- (iii) Estates Committee, meeting held on 13 May 2011 (*SEC/2011/2/0731*)
- (iv) Finance Committee, meeting held on 27 May 2011 (*SEC/2011/2/0727*)
- (v) Human Resources Committee, meeting held on 27 May 2011 (*SEC/2011/2/0728*)
- (vi) Senate, meeting held on 4 May 2011 (*SEC/2011/2/0724*).