

## **Council Minutes: 25 November 2022** (hybrid meeting)

**PRESENT:** Rt. Hon. Alistair Burt (Pro-Chancellor) (in the Chair); Professor Andy Schofield (Vice-Chancellor); David Barron (lay member); Professor Steve Bradley (Deputy Vice-Chancellor); Alun Branigan (lay member); Hanah Burgess (lay member); Anthony Carey (lay member) (online); Professor Sir Ian Diamond (lay member) (online); India Ellis (Students' Union President); Claire Leitch (Senate representative) (online); Alison Mullan (Senate representative); Baroness Neville-Jones (Deputy Pro-Chancellor); Marcia Reid Fotheringham (lay member) (online); Professor Ella Ritchie (Deputy Pro-Chancellor); Professor Jo Rycroft-Malone (Senate representative); Victoria Phillips (student member); His Hon. Phillip Sycamore (lay member) (online).

**IN ATTENDANCE:** Professor Peter Atkinson (member of University Executive Board/ Executive Dean, Faculty of Science and Technology) (online) (*for item 11*); Phill Dixon, Director of People and Organisational Effectiveness (*for item 12*); Claire Geddes (Committee Clerk); Professor Alisdair Gillespie (University Academic Dean) (*for item 13*); Professor Wendy Robinson (member of University Executive Board/Pro-Vice-Chancellor (Education) (*for items 11, 13 and 14*); Professor Louise Heathwaite (member of University Executive Board/Pro-Vice-Chancellor (Research and Enterprise)) (online) (*for items 11 and 15*); Simon Jennings (Director of Strategic Planning and Deputy Secretary); Professor Sarah Kemp (member of University Executive Board/Pro-Vice-Chancellor (Engagement)) (online) (*for item 11*); Nicola Owen (Deputy Chief Executive (Operations) and Secretary); Sarah Randall-Paley (Director of Finance).

**APOLOGIES FOR ABSENCE:** Rt. Hon. Hazel Blears (lay member); Adrian Jonas (lay member); Maureen Whilby (lay member).

### **INTRODUCTION**

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

1.1 Council noted the apologies for absence received for this meeting.

#### **2. DECLARATION OF INTERESTS**

2.1 There were no new declarations of interest.

#### **3. MINUTES OF THE LAST MEETING: 14 October 2022**

**PAPER A**

3.1 Council approved the minutes of the meeting held on 14 October 2022.

#### **4. MATTERS ARISING**

- 4.1 Council noted that the management of serious incident student cases (welfare) was an item the Audit Committee would now consider during the course of this academic year.

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

##### ***Some Restricted and Commercial in Confidence***

- 5.1 Council noted the written report from the Executive circulated on 21 November 2022. The Vice-Chancellor reported on the following.
- (i) The progress of the joint University and Students' Union Task Force to mitigate some of impacts of the cost of living crisis on students (and staff) and the £5.6M of support available to students including an additional £2M.
  - (ii) Contingency planning arising from the potential for national power outages in the January-February 2023.
  - (iii) University and Colleges Union (UCU) industrial action: the response to the national dispute across the Higher Education Sector to date and the measures being taken locally to mitigate the impacts on students' education and experience.
  - (iv) ***Restricted and Commercial in Confidence***
  - (v) The recent press coverage relating to higher net migration figures and overseas students as a proportion of this. Members noted that the Office for National Statistic's figures did not yet account as yet for the impacts of the pandemic on student mobility trends and observed that reports in the media appeared to contain some distorted analyses.
- 5.2 ***Restricted and Commercial in Confidence***
- 5.3 Members considered the implications for research funding opportunities arising from the Chancellor of the Exchequer's Autumn Statement 2022 and the statement of continued commitment to the UK being a 'science super power'. Council noted that some funding earmarked to support contingency planning for Horizon Europe Associate status had now been released.
- 5.4 Council noted the report from the Vice-Chancellor.

#### **6. PRESIDENT, LANCASTER UNIVERSITY STUDENTS' UNION**

**PAPER B**

- 6.1 The President reported on the following.
- (i) The ongoing work in partnership with the University regarding the Cost of Living Crisis, its impact on students and the criticality of effective communication regarding the package of targeted support on offer at the University.

- (ii) The impacts of the strike action on students' education, highlighting the ongoing disruption over recent years. The President welcomed Senior Management's engagement with staff taking action, and encouraged continued negotiations to resolve the current issues.
- 6.2 Council considered the issue of some students' hardship arising from the cost of living crisis and encouraged further thought as to how support could target all groups in need, including those less likely to engage with the Students' Union or those who are more reluctant to seek support.
- 6.3 Council noted the report from the President of the Students' Union.

#### **ITEMS FOR DISCUSSION**

**7. AUDIT COMMITTEE ANNUAL REPORT TO COUNCIL AND THE VICE-CHANCELLOR** **PAPER C**

- 7.1 The Deputy Pro-Chancellor and Chair of the Audit Committee, Baroness Pauline Neville-Jones, summarised the scope and scale of the Audit Committee's business for 2021/22. The Committee Chair confirmed Audit Committee was satisfied with: the way in which the University's risk profile was being managed and emphasised the ongoing work to strengthen further cyber security and the potential to enhance the risk management framework around the international partner campuses.
- 7.2 The Committee Chair confirmed that the Audit Committee had received assurance from the Students' Union regarding its end of year Financial Statements and Trustees' Report. Council noted the Students' Union's external audit had confirmed its going concern status, however, more detailed information regarding its forecasts was to follow.
- 7.3 Members noted the Audit Committee's satisfaction with the Management's engagement with, and response to, both sets of auditors (PwC and BDO) and that relationships were felt to be rigorous and effective.
- 7.4 Whilst accepting the Audit Committee Chair's caveat that assurance could never be absolute, members noted the Audit Committee Annual Report, including the Internal Audit Annual Report and the latest draft of the External Audit Annual Report as received by Audit Committee. Council confirmed its satisfaction with the Letter of Representation.

**8. FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2022** **PAPER D**

- 8.1 The Director of Finance gave a brief overview of the Financial Statements as recommended for approval by both the Finance and General Purposes and Audit Committees.
- 8.2 Council received and approved the University's Financial Statements for the year ending 31 July 2022 and commended the Finance Team on the clarity of the report.

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| 9.   | <b>FINANCIAL FORECAST INFORMATION FOR THE ANNUAL FINANCIAL RETURN 2022 TO THE OFFICE FOR STUDENTS</b><br><i>Restricted and Commercial in Confidence</i>  | PAPER E |
| 10.  | <b>PROPERTY AND LAND PURCHASE OPPORTUNITY</b><br><i>Restricted and Commercial in Confidence</i>  | PAPER F |
| 11.  | <b>ACADEMIC YEAR 2021-22: YEAR-END KPI REPORT</b><br><i>Restricted and Commercial in Confidence</i>  | PAPER G |
| 12.  | <b>PEOPLE AND ORGANISATIONAL EFFECTIVENESS UPDATE</b><br><i>Restricted and Confidential</i>  | PAPER H |
| 13.  | <b>ANNUAL REPORT ON TEACHING QUALITY ASSURANCE</b>   | PAPER I |
| 13.1 | The Pro-Vice-Chancellor (Education) and the Dean of Academic Quality gave a précis of the Annual Teaching Quality Assurance Report drawing Council’s attention to: activity to ensure robust academic integrity; the assessment of the University’s position against the Office for Students’ updated B Conditions of Registration; related priority areas for development; and the timeframe for the University’s Teaching Excellence Framework submission of January 2023, highlighting their confidence in the University’s compliance. |         |
| 13.2 | Council welcomed the enhanced reporting format and clarity around assurance and noted the role the Curriculum Transformation Project would play in future enhancement activity, including assessment and feedback, student voice and engagement. Members discussed the impacts of the pandemic specifically on further education (FE) partner provision and sought additional clarification as to how any FE partner risks were being managed and partners supported.  |         |
| 13.3 | Council noted the likely trajectory of the Office for Students’ future requirements relating to International Teaching Partnership (ITP) reporting and advised that it would value a similar approach to oversight of the International Teaching Partnerships but acknowledged the current limitations around data.  |         |
| 13.4 | Members <u>received</u> Senate’s recommendation for the ATQA report’s approval and noted that the Audit Committee had considered academic related risks.   |         |
| 13.5 | Council <u>confirmed</u> that the report provided full assurance in relation to the OfS return for 2021/22 and Council had confidence in the arrangements for, and management of, the University’s academic quality and standards and enhancement of teaching and learning activity. Council <u>approved</u> the report.   |         |
| 14.  | <b>PROVISIONAL DEGREE OUTCOMES DATA 2021/22</b><br><i>Restricted and Confidential</i>  | PAPER J |

**15. RESEARCH INTEGRITY REPORT 2021/22** **PAPER K**

15.1 The Pro-Vice-Chancellor (Research and Enterprise) introduced the Research Integrity Report for 2021/21 outlining: the statement's purpose; changes from the previous year; and areas for review and development in 2022/23. She also provided assurance as to the robustness of the underpinning research integrity processes.

15.2 Council noted the Research Integrity Report prior to its publication in accordance with the Research Integrity Concordat.

**16. RESILIENCE AT LANCASTER: RISK MANAGEMENT FRAMEWORK** **PAPER L**

16.1 The Director of Strategic Planning and Deputy Secretary highlighted the revisions to the Framework including: incorporation of the 2021 risk appetite statements; changes made to risk register reporting to ensure alignment between Faculty and Divisional Risk Registers, and the University Risk Register; and consideration of partnership risk register reporting and the further embedding of risk management as business as usual.

16.2 Members considered the changes to the Risk Management Framework noting the Council's own role within this and that risk appetite exercise would potentially be conducted again in 2023. Council approved the revised Resilience at Lancaster Framework.

**17. UNIVERSITY RISK REGISTER BI-ANNUAL REVIEW** **PAPER M**  
*Restricted and Commercial in Confidence*

**18. DEPUTY PRO-CHANCELLOR INTERNAL SEARCH** **PAPER N**

18.1 The Deputy Chief Executive (Operations) and Secretary outlined the proposals from the Nominations Committee as to how an internal search for a Deputy Pro-Chancellor to succeed Baroness Pauline Neville-Jones from 1 August 2023 should be conducted and supporting information regarding the Deputy Pro-Chancellor role.

18.2 Council received Nominations Committee's recommendation that two Deputy Pro-Chancellor roles should be maintained. Members noted the new information developed regarding the Deputy Pro-Chancellor role, responsibilities and desirable attributes collated from the experiences and insights of the current Deputy Pro-Chancellors.

18.3 Council approved the proposed process and timeframe for an internal search to seek to appoint a new Deputy Pro-Chancellor.

**19. COUNCIL EFFECTIVENESS REVIEW PROGRESS REPORT** **ORAL UPDATE**

19.1 The Deputy Pro-Chancellor and Chair of the Council Effectiveness Steering Group, Professor Ella Ritchie, provided an update of the progress of the Council Effectiveness Review as supported by AdvanceHE.

19.2 Council noted the report.

<b>20.</b>	<b>NOMINATIONS COMMITTEE REPORT</b> <i>Restricted and Confidential</i>	<b>PAPER 0</b>
	<b>STARRED AGENDA ITEMS</b>	
<b>21.*</b>	<b>LANCASTER UNIVERSITY WIDENING PARTICIPATION 2021-22: ANNUAL REPORT</b>	<b>PAPER 1</b>
21.1	Council <u>approved</u> the report.	
<b>22.*</b>	<b>PREVENT ANNUAL REPORT INCORPORATING THE OFS PREVENT MONITORING: ACCOUNTABILITY AND DATA RETURN 2022</b> <i>Restricted and Confidential</i>	<b>PAPER 2</b>
<b>23.*</b>	<b>RESPONSIBLE PROCUREMENT AND THE UNIVERSITY'S OBLIGATIONS UNDER THE MODERN SLAVERY ACT</b>	<b>PAPER 3</b>
23.1	Council <u>reviewed</u> and <u>approved</u> the Modern Slavery Act Statement for publication on the University's website.	
<b>24.*</b>	<b>HE CODE OF GOVERNANCE 2020: SELF-ASSESSMENT</b>	<b>PAPER 4</b>
24.1	Council <u>noted</u> the outcomes of the self-assessment exercise.	
<b>25.*</b>	<b>REMUNERATION COMMITTEE ANNUAL REPORT 2022</b>	<b>PAPER 5</b>
25.1	Council <u>considered</u> and <u>approved</u> the annual report of the Remuneration Committee.	
<b>26.*</b>	<b>REMUNERATION COMMITTEE ANNUAL GOVERNANCE STATEMENT 2021/22</b>	<b>PAPER 6</b>
26.1	Council considered and <u>approved</u> the annual report of the Remuneration Committee.	
<b>27.*</b>	<b>ANNUAL REPORT OF THE STRATEGIC REWARD COMMITTEE</b>	<b>PAPER 7</b>
27.1	Council <u>approved</u> the annual report of the Strategic Reward Committee.	
<b>28.*</b>	<b>REVIEW OF TERMS OF REFERENCE: AUDIT COMMITTEE</b>	<b>PAPER 8</b>
28.1	Council received the Audit Committee's recommendations for changes to its terms of reference and <u>approved</u> the changes as proposed.	
<b>29.*</b>	<b>REVIEW OF TERMS OF REFERENCE: NOMINATIONS COMMITTEE</b>	<b>PAPER 9</b>
29.1	Council received the Audit Committee's recommendations for changes to its terms of reference and <u>approved</u> the changes as proposed.	

**30.\* WRITTEN REPORTS OF MEETINGS**

**PAPER 10**

30.1 Council noted the following written reports of meetings:

- Audit Committee, meeting of 31 October 2022
- Finance and General Purposes Committee, meeting of 20 October 2022
- Equality, Diversity and Inclusion Committee, meeting of 11 October 2022

**ITEMS FOR INFORMATION**

**31. FORWARD SCHEDULE OF COUNCIL BUSINESS**

**PAPER G**

31.1 Council noted the Forward Schedule.

**32. ANY OTHER BUSINESS**

32.1 Council members were requested to complete the Council's Annual Diversity Survey to enable reporting to the January meeting of the Council.

**33. DATE OF NEXT MEETING**

33.1 Members noted the joint Council/Senate meeting from 10:00-12:00 on Friday 27 January 2023, followed by a joint lunch, to be followed by the next Council meeting from 13:30-17:00.