

(hybrid meeting)

: Rt. Hon. Alistair Burt (Pro-Chancellor) (in the Chair); Professor Andy Schofield (Vice-Chancellor); David Barron (lay member) (online); Rt. Hon. Hazel Blears (lay member); Professor Steve Bradley (Deputy Vice-Chancellor); Hanah Burgess (lay member); Anthony Carey (lay member) (online); Ian Johnson (lay member) (online); Professor Claire Leitch (Senate representative); Baroness Neville-Jones (Deputy Pro-Chancellor); Professor Ella Ritchie (Deputy Pro-Chancellor); Oliver Robinson (Students' Union President); Professor Jo Rycroft-Malone (Senate representative); Gayatri Shewani (student member); His Hon. Phillip Sycamore (lay member); Valerie Young (lay member).

: Professor Paul Connolly (Executive Dean, Faculty of Arts and Social Sciences) (*for item 12*) (online); Nick Fragel (Director of Philanthropy, Alumni and Supporter Engagement) (*for item 19*) (online); Cla

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5.1 The Vice-Chancellor reported on the following.

- (i) The ongoing management of the Covid-19 on campus with a small number of positive cases and the arrangements for pre-departure testing and asymptomatic testing in January.
- (ii) The signing of a Memorandum of Understanding with Lancaster City Council.
- (iii) The significant media coverage arising from the University's COP26-related activity and research.
- (iv) UCU's industrial action with both strike action from 1-3 December and action short of a strike and the measures being taken by the University to mitigate the impact on student facing activity in particular marking and feedback.
- (v) The Government's change in its approach to widening participation and access within universities, with the focus broadening from admission of disadvantaged students to student progression and success, with more measurables concerning student achievement.

Council briefly discussed Lancaster's access and participation performance, the Government agenda of universities driving school performance, Lancaster's connectivity with schools and further education colleges and the Sutton Trust's 'What Degrees are Best for Intergenerational Mobility Report'.

- (vi) The likely timeframe for the Government's Higher Education white paper and consultation regarding reducing the financial burden of higher education on the public purse.

5.2 Council noted the report from the Vice-Chancellor.

6.1 The President of the Students' Union reported on the following:

- (i) the range of events and activity which the Students' Union had delivered over the period;
- (ii) t



- 10.2 Council noted the complexities regarding the Ruskin Project due to external requirements and stakeholders but that the meeting viewed that there was a compelling case for investment in the project due to the significant range of opportunities arising from it including internationally.
- 10.3 Council noted the oral report.
- 11.1 The Deputy Chief Executive (Operations) gave a summary of the background to the business case for the Engineering Building Phase 2 including projected growth in both teaching and research activity. She highlighted the pause in the project's progress during the pandemic, the success of a value engineering exercise but subsequent rise in construction costs, the testing of these, and due diligence regarding the contractor and proposed contracting arrangements.
- 11.2 Council received the recommendation from the extraordinary joint meeting of the Estate
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- 14.1 The Director of Strategic Planning and Governance highlighted the revisions to the Framework including incorporation of the 2021 risk appetite statements and the changes made to risk register reporting to ensure alignment between Faculty and Divisional Risk Registers, and the University Risk Register.
- 14.2 Council considered the changes and noting the importance of the work and approved the revised Resilience at Lancaster Framework.
- 15.1 The Director of Strategic Planning and Governance presented the risk register to Council for its biannual review summarising the national and local risk dimensions to risk and the rationale for changes in score. He reported that the risk ratings reflected the period of prolonged instability in which the University had been operating and the perceived limited controls there were regarding certain risks.
- 15.2 Council considered the risk register, its relationship to the updated risk appetite outcomes which had evidenced an increased appetite for risk in most risk dimensions considered, and the nature of risk management (in particular assessing and identifying opportunities as well as threats).
- 15.3 The Council noted that a number of the areas where current opportunities were being explored were not of sufficient scale to feature in or jeopardise the University's main risk profile and were considered via project risk registers. Council advised that it would be helpful for it to have a wider view on the Executive's thinking regarding balancing risks and opportunities.
- 15.4 Council noted the report on the Review of the Risk Register.

*Restricted and Confidential*

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- 25.1 Council noted the Annual Statement on Lancaster University Widening Participation Activity 2020-21.
- 26.1 Council approved the minor amendment to the revocation of honorary awards procedure.
- 27.1 Council noted the written reports of meetings of the Audit Committee, meeting of 1 November 2021; Equality and Diversity Committee, meeting of 20 October 2021; Estates Committee, meeting of 13 September 2021; and Student Experience Committee, meeting of 13 October 2021.
- 28.1 Council noted the proposed forward schedule of business.
- 29.1 There was no other business.
- 30.1 The next Council meeting will be held from 13:00-17:00 on Friday 28 January 2022, with a lunch beforehand, for attendees in person, in the Private Dining Room (12:00-13:00).