

UNRESERVED MINUTES

THE UNIVERSITY OF LIVERPOOL

COUNCIL (1019)

MEETING OF THE COUNCIL

18th November 2014

Present: The President (in the Chair), the Vice-President, the Vice-Chancellor, the Pro-Chancellor, Dr A Scott (Lay Officer), Mr C Baker, Professor Helen Carty, Dr P Johnson, Sir Colin Lucas, Dame Lorna Muirhead, Dr R Platt, Mrs A Pointing, Mrs P Young, Professor F Beveridge, Professor R McGrath, Dr F Marret-Davies, the President of the Guild of Students.

Apologies: The Deputy Vice-Chancellor, the Provost (Innovation), Mr J Haymer (Lay Officer), Professor S Dawson.

Clerk to Council: Mr A Flett.

DISCLOSURES OF INTEREST

1.1 DISCLOSURES OF INTEREST

Members of Council were invited to disclose any potential conflicts of interest they had pertaining to the items on the agenda. Any such conflicts are noted under relevant minute headings.

MEMBERSHIP AND PRIMARY RESPONSIBILITIES

2.1 COUNCIL MEMBERSHIP AND STATEMENT OF PRIMARY RESPONSIBILITIES

Council **RECEIVED** its proposed membership for the 2014/15 session, and a paper outlining its primary responsibilities.

It was **NOTED** that:-

- i. This was the first meeting for two new members:-
 - Dr Fabien Marret-Davies, who had replaced Dr Stuart Marshall-Clark as the Elected Representative of the Elected Members of Senate.
 - Mr Harry Anderson, who had replaced Mr Sam Butler as President of the Guild of Students.

It was **AGREED** that:-

- ii. The membership should be confirmed, and the primary responsibilities of Council noted.
- iii. The new members should be welcomed.

MINUTES/COMMUNICATIONS

3.1 MINUTES OF THE PREVIOUS MEETINGS, HELD 2ND JULY AND 31ST JULY 2014

It was **AGREED** that:-

- i. The minutes of the meetings held 2nd July and 31st July 2014 should be approved as an accurate record.

3.2 MATTERS ARISING ON THE MINUTES

- a. QAA Review of London Campuses (2nd July, minute 2.3 a refers)

It was **REPORTED** to Council that:-

- i. The QAA has shared its draft report on the University of Liverpool in London (ULiL) with the University. No significant issues had been raised, and the project was praised for being ambitious and well-planned.
 - ii. The University had responded, providing further clarification on a number of points where asked and making a number of factual corrections to the report.
 - iii. The report would not be published. Instead its findings would be used to inform a broader thematic report by the QAA on London campuses. This was due to be published imminently.
 - iv. Phase 1 of the works to refit 33 Finsbury Square had been completed and staff and students were now in place.
 - v. A launch event was being planned for March/April 2015.
- b. Joint Committee on Honorary Degrees (2nd July, minute 7.4 ii refers)

It was **REPORTED** to Council that:-

- i. Lord Coe and Daniel Craig had both declined the invitation to receive honorary degrees.
- ii. Following publicity surrounding the award of an honorary degree to Sir Bernard Hogan-Howe, the decision had been taken to defer this award until after IPCC investigations had been completed. Council would be updated in due course.

3.3 PRESIDENT'S COMMUNICATIONS

- a. Action Taken on Behalf of Council Since the Last Business Meeting

Council **ENDORSED** the following actions, taken on its behalf by the President since the last business meeting:-

- i. Changes to the Ordinance for the Degree of Doctor in Philosophy, to provide greater clarity.
- ii. Changes to the Ordinance for the degrees of Bachelor of Medicine and Bachelor of Surgery, to reflect modifications made to the MBChB programme.
- iii. Protocols for conducting the election of the Elected Senate Representative to Council in 2014.

It was **NOTED** that:-

- iv. All three decisions had been taken following a recommendation from the Vice-Chancellor acting on behalf of the Senate.

3.4 VICE-CHANCELLOR'S COMMUNICATIONS

a. Student Recruitment

It was **REPORTED** to Council that:-

- i. Student recruitment for 2014 entry had been extremely positive. The latest forecast positions were as follows:-
 - Home/EU undergraduate (non-quota): 88 above plan
 - Home/EU undergraduate (quota): on plan;
 - Overseas and Islands undergraduate: 100 above plan;
 - Home/EU postgraduate taught: 144 above plan (including part-time);
 - Overseas and Islands postgraduate taught: 36 below plan.
- ii. Overall this was c. 300 above plan, and an increase of about 560 on recruitment for 2013/14.
- iii. Although it was still relatively early in the cycle, the indicators for 2015 entry also looked positive. The latest information suggested that, excluding Medicine, Dentistry and Veterinary Science:-
 - Home/EU undergraduate applications to Liverpool had increased by 11% compared to the same point in the cycle last session.
 - For the sector as a whole there had been an increase of 2%.
 - For the University's direct competitors, there had been no change in position.

b. Capital Plan

It was **REPORTED** that:-

- i. Since the last meeting of Council there had been significant progress in relation to the capital programme. For example:-
 - Crown Place student residences had been completed in time to accept students for the start of term. The quality of work achieved was very high, and the project has been delivered significantly under budget.
 - The £14m Guild refurbishment project was now complete. Again, the work was extremely impressive.
 - The second Combined Heat and Power Plant project had been completed to schedule, making the campus almost self-sufficient in terms of energy usage.
 - Refurbishment of the Senate Drum had been completed. The space will be used for meetings of Senate and as an MBA suite.
 - The £2.5m refurbishment of the Harold Cohen Library had been completed to time and budget.
 - Some of the other smaller projects undertaken recently were similarly impressive. For instance the library room in the School of the Arts Building in Abercromby Square had been refurbished to the highest standards. Consideration would be given to holding a Council meeting in this room in due course.

- ii. The Right Hon Greg Clark MP, Minister for Universities and Science, visited the University on 6th November 2014 to lead the ground-breaking ceremony for the construction of the Materials Innovation Factory.
- c. REF

It was **REPORTED** that:-

- i. The University would receive its REF results under embargo on 16th December.
- ii. Results would be published on the HEFCE/REF website for all institutions on 18th December, at which point it would be possible to begin assessing the institutional position.
- iii. The financial implications of REF would become clear in March 2015 when the formula for QR funding (the element of HEFCE funding associated with research) would be announced.

ITEMS FOR APPROVAL OR NOTE

4.1 Annual Review of the Strategic Risk Register

Council **RECEIVED** an updated draft of the Strategic Risk Register for annual review.

It was **REPORTED** that:-

- i. Material changes to the Register over the last twelve months were as follows:-
 - Risk A1 (Inability to deliver research excellence) - the responsible manager for this risk would change from the Director of Finance to the new Director of Research, Partnership and Innovation in November 2014, to reflect organisational changes.
 - Risk C1 (Inability to recruit planned numbers of UG students) - responsibility for this risk had moved to the new Director of Marketing, and the risk has changed from C1 to a new risk, J3, to reflect this.
 - Risk C3 (Failure to recruit PG students) - the post-mitigation risk score had increased from 12 to 16 (in January 2014) and reduced again to 12 (in April 2014). This risk was re-designated as Risk C2 in November 2014.
 - Risk D1 (Failure to demonstrate impact of research and KE) - the post-mitigation score was increased from 3 to 6 (in April 2014). As such this risk had moved category from "Moderate concern" to "Serious concern." In addition, the risk description was changed to reflect the new REF criteria.
 - Risk E1 (Failure to achieve WP benchmarks) - the post-mitigation score decreased from 6 to 3 (in April 2014). This risk had therefore moved from "Serious concern" to "Moderate concern."
 - Risk F1 (Failure to recruit and retain high quality academic staff) - the post-mitigation score had moved from 8 to 6 (April 2014). This risk remains in the category of "Serious concern."
 - Risk F2 (Poor employee relations climate) - the post-mitigation score had moved from 12 down to 6 (in April 2014) and then up to 9 (in November 2014) in response to the proposed industrial action by the Trades Unions over changes to the USS Pension Scheme. This risk remains in the category of "Serious concern."

- Risk 11 (Failure to implement and maintain effective business continuity and emergency response procedures) - the post-mitigation score increased from 3 to 6 (in April 2014) and went back to 3 (in July 2014) following a successful live emergency response exercise.

It was **NOTED** that:-

- ii. Audit Committee and Council felt the process by which strategic risks were identified, assessed, owned and responded to was robust and well embedded.
- iii. Where the probability of a risk occurring remained high after mitigation (for example in key areas such as section A: Research Performance and section C: Student Experience), this suggested the need for prioritisation of developmental activity. In relation to research performance the Risk Register reflected the University's assessment of the current position: that significant progress had been made but further work was still required to reach the University's aspirations. It would be difficult to refine this assessment until REF results were released in December given that the University's objectives were comparative in relation to the sector.
- iv. In respect of the Student Experience, and in particular NSS performance, deep analysis was currently under way to see how this position could be improved.
- v. The Strategic Committees had an important role to play in considering in detail the proposed mitigation of risks on Council's behalf. This should be linked to overall assessment of performance.

It was **AGREED** that:-

- vi. The Strategic Risk Register should be endorsed in its current form, subject to rewording/glossing risk A1 to reflect the current assessment of the University's likely performance in REF.
- vii. Analysis should be undertaken of the PWC Russell Group Risk Profile included as an appendix to the Strategic Risk Register. Where the University was an outlier, this should be fed back to the risk owner for information.
- viii. Consideration should be given to producing a digest version of the Strategic Risk Register to summarise the key issues for Council members.
- ix. An opportunity for Council to feed top-down concerns into the register should be scheduled for the next Council Away Day (25th March 2015). This should be combined with a discussion of how Council can assure itself that risk and performance were appropriately considered by the Strategic Committees on Council's behalf.

4.2 Institutional KPIs/Targets

Council **RECEIVED** proposals for annualised targets against each KPI at Faculty and University level. This followed the approval of KPIs last session and further internal consultation.

It was **NOTED** that:-

- i. Further work was still required in relation to the following:-
 - KPI 3: Number of mature impact case studies.
 - KPI 9: Proportion of income spent on outreach.
 - KPI 11: Cash flow from operating activity.
 - KPI 12: Operating surplus as a percentage of income.

- KPI 13: Overall staff satisfaction.
- ii. Financial performance data was relatively easy to generate. For instance the most significant part of the University's income - tuition fees - could be forecast with reasonable accuracy from November each year following recruitment and census of students.

It was **AGREED** that:-

- iii. The proposed targets derived from the previously agreed KPIs should be approved for implementation in performance reporting, recognising that significant further work was still required.
- iv. Particular priority should be given to developing a workable measure around ongoing financial sustainability. A measure of operating cash flow would be considered actively in this regard.

4.3 Annual Accountability Return

[Mr Rob Eastwood, Director of Finance attended for this item].

Council **RECEIVED** draft Accountability Returns for submission to HEFCE. These included:-

- Value for Money Report;
- Annual Monitoring Statement;
- Audited Financial Statements;
- Financial Tables and Commentary;
- Annual Report of the Audit Committee (including the Internal Audit Report);
- External Audit Management Letter and Management Responses.

It was **REPORTED** that:-

- i. These items had been endorsed by the Planning and Resources and Audit Committees prior to forwarding to Council.

It was **NOTED** that:-

- ii. Key elements of financial performance for the year were as follows:-
- A consolidated surplus after depreciation and before tax of £19.9m, 4.6% of total income.
 - Profit of £7.0m on the sale of fixed assets.
 - Net cash inflow from operating income and expenditure of £22.0m. Overall cash held had fallen by c. £40m.
 - Capital expenditure of £114.1m.
 - Short term investments and cash held by the group now stood at £68.8m.
 - An increase in total income from continuing activities to £435.3m, a rise of 10.8% on the previous year.
 - An increase in all elements of income apart from the anticipated reduction in Funding Council Grants.
 - An increase in staff costs to £231.1m, a rise of 6.9%, (but these are now only 53.1% of income compared to 55.0% in the previous year).
 - The ULPF pension fund was healthy with a surplus of £28.2m. The assumptions used to calculate this position had been assessed as well within sector norms.
- iii. The VC, as accountable officer, made a formal statement assuring the Council of the University's ongoing financial sustainability.

- iv. The work overseen by the Audit Committee over the last session was satisfactory. The selection of subjects for review by the Internal Auditors was linked to perceived risk. The completion rate of actions identified through internal audit remained exemplary, and spoke of a strong institutional culture of engagement with audit.

It was **AGREED** that:-

- v. The Annual Accountability Return should be approved for submission to HEFCE.

4.4 USS: Proposals for Change

[The President of Council declared an interest as a member of the USS Board of Trustees].

It was **REPORTED** to Council that:-

- i. UCU had been pursuing action short of a strike in the form of an assessment and marking boycott since 6th November. This was in response to proposals for changes to the USS pension scheme. These proposed changes would see the end of the final salary element of USS pensions
- ii. The University had agreed to withhold 100% of salary from staff taking part in this action. The legal advice taken by the University was that this was the most appropriate course of action. A small number of other universities had declared that they would also be withholding 100% of salary, with a majority withholding 25%. Some were yet to declare their position.
- iii. Take up of the action did not, as yet, appear to be significant at Liverpool. Only 20 members of staff had registered as taking this action to date.
- iv. It was hoped that a resolution could be found. Following constructive engagement between UCU and the employers at the Joint Negotiating Committee, as part of which UCU had submitted alternative proposals for the future of USS, a series of intensive meetings would now be held in an attempt to arrive at a mutually satisfactory agreement.
- v. The UCU Board would meet on the 19th November to consider suspending industrial action until January. If UCU took this decision, there would be no need for the University to implement the withholding of pay.
- vi. USS was currently consulting over the technical provision used in the valuation of the scheme.
- vii. The scheme currently had c. 150,000 members. The results of the most recent triennial valuation, undertaken in March 2014, would be available by the end of the year. The last valuation, undertaken in 2011, identified a deficit of £2.9bn. It was understood that the deficit had grown significantly in the interim.
- viii. Implementation of FRS102 from next year would require universities to show their share of the surplus or deficit of any pension scheme in which they participated in their accounts.

4.5 Safeguarding Policy

Council **RECEIVED** a draft updated Policy on the Safeguarding of Children, Young People and Vulnerable Adults.

It was **AGREED** that:-

- i. The updated policy should be approved for implementation

PLANNING AND RESOURCES COMMITTEE

5.1 Report of the Meetings of the Planning and Resources Committee held 17th September, 21st October and 10th November 2014

a. Capital Plan and Residential Strategy

[Mr Andrew Scott disclosed an interest as a Director of ULCCo SP].

It was **NOTED** that:-

- i. The overall Capital Plan continued to be managed within the financial parameters agreed by Council in July 2014, although expenditure might vary between projects.
- ii. Utilisation of ULCCo had saved approximately £2.5m on the Crown Place project.
- iii. It had previously been agreed that ULCCo SP would undertake the £90m refurbishment of Greenbank. However, this was dependent on the agreement of a long term debt vehicle. The likely timing of any such agreement meant that there would be a hiatus in ULCCo's work unless they undertook another project.
- iv. Retention of ULCCo SP on another project in the interim, such as the Management School extension, would maintain momentum for the delivery of the overall capital plan in a cost effective way, while promoting high quality work and supporting the retention of high quality staff.
- v. This kind of activity was not the University's core business. While financial savings to date were recognised, there was a view that this had been accompanied by increasing risk to the University. There was some concern about Council's ability to oversee this activity in the long term given its specialist nature.
- vi. A full update on the Capital Plan would be given to Council in February 2015.

It was **AGREED** that:-

- vii. ULCCo SP should undertake the ULMS Extension project.
- viii. A strategy for winding up ULCCo activity on completion of specified projects should be prepared and brought back to Council for discussion.

b. Liverpool International College

It was **NOTED** that:-

- i. The private provider Kaplan currently ran Liverpool International College (LIC) as a University partner. The College offered foundation year study to overseas students and an articulation route into the University of Liverpool for these students.
- ii. The existing ten year deal for Kaplan to run LIC was due to expire in 2017.
- iii. LIC contributed substantially to the University's overseas recruitment effort. It had accounted for 12% of all new postgraduate taught overseas and 16% undergraduate overseas registrations (15% overall of overseas numbers) in 2013.

- iv. Following earlier review it had been agreed that the University would not tender for an alternative provider. It would instead enter into negotiations with Kaplan on the basis of:-
 - Kaplan's satisfactory performance in running LIC to date.
 - The good relationship enjoyed between the University and Kaplan.
 - The lack of outstanding alternatives in the field.
- v. These negotiations were ongoing and subject to a number of conditions being met. These included:-
 - The extension of restrictive covenants in the University's favour, especially increasing the geographical radius within which Kaplan could not establish a competitor to Liverpool International College to 60 miles. Agreement was also being sought that Kaplan could not work with named key competitors, including University of Manchester, University of Leeds and University of Lancaster.
 - The introduction of clear performance standards and minimum contractual expectations supported by step-in and termination rights. This would link to improved monitoring and investment by Kaplan in a range of measures to enhance the performance of former LIC students at the University.
 - Finding a suitable location for new build facilities for LIC and accommodation for their students.
- vi. There was a reasonable expectation that Kaplan would agree to the University's proposals in these areas.
- vii. It had been made clear to Kaplan that the University would not agree to any financial liability in relation to a proposed new LIC building. A range of options for new-build LIC facilities were being explored. These included the use of Liverpool City Council owned land.

It was **AGREED** in principle that:-

- viii. The agreement with Kaplan to run LIC should be renewed for a further 10 years subject to the satisfactory resolution of identified outstanding issues.

c. Financial Regulations

It was **NOTED** that:-

- i. The draft regulations put forward for approval were CIPFA compliant, and in line with best practice.
- ii. They had been endorsed by Audit Committee, where they had been praised for their clarity.

It was **AGREED** that:-

- iii. The draft revised Financial Regulations should be approved for implementation.

d. Mandates

It was **AGREED** that:-

- i. The following mandates should be approved and resource released as appropriate:-
- 155: ULMS Extension (£12.95 total cost);
 - 163: Translational Medicine Science Hub (£7m total cost).

5.2 Q4 Performance Report

Council **RECEIVED** and **NOTED** the 2013/14 Q4 Performance Report.

SENATE

6.1 Report of the Senate

Council **RECEIVED** a report of the meeting of the Senate held 5th November 2014.

a. Collaborative Strategy

It was **AGREED** that:-

- i. The draft Collaborative Strategy should be approved for implementation.

b. Revised Code of Practice on Freedom of Speech

It was **AGREED** that:-

- i. The Revised Code of Practice on Freedom of Speech should be approved for implementation.

c. Open Access

It was **AGREED** that:-

- i. The Open Access Publication Policy, Amendment to Publication Agreement Addendum and University Repository Data Policy should all be approved for implementation.

d. Revised Ordinances

It was **AGREED** that:-

- i. Proposed revisions to the General Ordinance for Modular Masters Degrees, PG Diplomas, PG Certs and PG Awards should be approved.

e. Student Experience Committee

It was **AGREED** that:-

- i. Proposed revisions to the Student Experience Committee's terms of reference, to reflect more precisely the Committee's responsibilities in terms of student welfare, and minor changes to the Committee's membership should be approved.

OTHER COMMITTEES OF COUNCIL

7.1 Audit Committee

Council **RECEIVED** a report of the meetings of the Audit Committee held 16th October and 10th November 2014

It was **NOTED** that:-

- i. The Committee (excluding the auditors) had reviewed the performance of the internal and external auditors. It had concluded that there were no significant issues with the performance of either PWC or KPMG and that both should continue for the fifth year of their contract. A re-tendering exercise would be carried out in the summer of 2015 for post 2014-15 internal and external audit work.
- ii. The Committee had received several reports and noted the work undertaken, the risk rating, the recommendations made and the resultant action being taken in relation to the following:-
 - Data Assurance;
 - Strategic Planning;
 - Budgetary Control – Student Number Forecasts;
 - Health and Safety;
 - Information and Cyber Security;
 - Student Recruitment (UK Undergraduate).

The Committee was satisfied with the findings and the action being taken to implement recommendations in all of these areas.

It was **AGREED** that:-

- iii. Proposed revisions to the Terms of Reference of the Audit Committee, to reflect more precisely HEFCE's revised requirements around the Committee's annual opinion, should be approved.

7.2 Nominations Committee

Council **RECEIVED** and **NOTED** a report of the meeting of the Nominations Committee held 21st October 2014

[Mr McDonnell, the President of Council, left the room, and the Vice-President took over chairing the meeting for the discussion of the first recommendation arising from the Nominations Committee report].

It was **AGREED** that:-

- i. Mr David McDonnell should be appointed Pro-Chancellor for the period 1st January 2015 to 31st July 2017.

[The President resumed the chair for the rest of the meeting].

It was **AGREED** that:-

- ii. Dr Andrew Scott should have his appointment as a Lay Officer renewed for the period 1st January 2015 to 31st July 2017, and his membership of Nominations Committee renewed for the same period.
- iii. A number of proposals for current and forthcoming vacancies relating to Council appointed places on University Committees should be approved as follows:-

Committee	Nominee	Period of appointment
Animal Welfare Committee	Professor John Solbe	1.1.15-31.12.15
Audit Committee	Dr Roger Platt	1.1.15-31.7.17
Corporate Services and Facilities Committee	Dr Paul Johnson	1.1.15-31.7.17
Discipline – Board of Appeal	Professor Helen Carty	1.1.15-31.12.15
Friends of the University	Professor Dinah Birch	From 18.11.14
Joint Committee on Honorary Degrees	Dr Andrew Scott	1.1.15-31.7.17
Joint Committee on Honorary Degrees	Mr David McDonnell	1.1.15-31.7.17
Joint Committee on Honorary Degrees	Dr Roger Platt	1.1.15-31.7.17
Investments Sub-Committee	Mr Mark Blundell	1.1.15-31.7.16
Investments Sub-Committee (Chair)	Professor Jim Keaton	1.1.15-31.12.15
Investments Sub-Committee	Mr David Thomas	1.1.15-31.7.17
Investments Sub-Committee	Mr Peter Tod	1.1.15-31.7.17
Planning and Resources Committee	Mr David McDonnell	1.1.15-31.7.17
Remuneration Committee	Mr David McDonnell	1.1.15-31.7.17
Research and Knowledge Exchange Committee	Sir Colin Lucas	1.1.15-31.12.15
Research and Knowledge Exchange Committee	Dr Roger Platt	1.1.15-31.12.15
Research and Knowledge Exchange Committee	Dr Andrew Scott	1.1.15-31.12.15
Committee on Research Ethics (Chair)	Dr Roger Platt	1.1.15-31.7.17
Committee on Safety	Dr Andrew Scott	1.1.15-31.7.17
Tribunals, Appeals and Grievances Panel	Dr Andrew Scott	1.1.15-31.7.17

7.3 Safety Committee

Council **RECEIVED** a report of the meeting of the Safety Committee held 14th October 2014.

It was **NOTED** that:-

- i. Following previous input from Council, a Health and Safety Strategic Plan Development Workshop had been held involving members of the Committee. This had made good initial progress, with a number of strategic themes identified (leadership and accountability; risk assessment and management; competence and training; monitoring and review; involvement and communication).
- ii. A follow up session would be held in November, to review draft vision, strategy, policy and action planning documentation developing these themes further.
- iii. A draft Health and Safety Plan for 2014/15 had already been prepared to ensure there was no operational deficit in this area while the Strategy was being developed.

It was **AGREED** that:-

- iv. The Health and Safety Plan for 2014/15 should be approved for implementation. This may be amended in light of further work to be undertaken in developing a more strategic approach to this area.

7.4 Committee on Research Ethics

- a. Annual Report of the Committee on Research Ethics

Council **RECEIVED** and **NOTED** the annual report of Committee on Research Ethics.

It was **AGREED** that:-

- i. The findings of the Research Ethics report should be endorsed.

ROUTINE ITEMS

8.1 Use of the University Seal

Council **NOTED** that a report on the use of the University Seal since the last meeting had been made available through the Council Members' intranet.

8.2 HR Summary Report of Action Taken Under Delegated Powers

Council **NOTED** that a report on Action Taken under Delegated Powers in Relation to HR Matters this session had been made available through the Council Members' intranet.

OTHER BUSINESS

9.1 Changes in Leadership

It was **REPORTED** to Council that this would be the final meeting of Council for the Vice-Chancellor before his retirement, the Pro-Chancellor before he stood down from this role and

Council, and the President before he stood down from this role and began his term as Pro-Chancellor.

It was **NOTED** that:-

- i. The Pro-Chancellor, Professor Keaton had served the University with great skill, integrity and energy in a variety of capacities since his appointment to Council in 2001. His many roles had included: Vice-President, Treasurer, Chair of the ULMS Advisory Board, Chair of the Investments Sub-Committee, and Chair of the Irish Advisory Board. His commitment would not be entirely lost to the University yet as he would continue in the latter two roles for a further year.
- ii. The Vice-Chancellor had led the University during a period of unprecedented change in Higher Education since his appointment in 2008. In spite of this, his achievements were considerable, including:-
 - A significant growth in the size of the University, in terms of both student numbers and income.
 - Pursuing its internationalisation, by recruiting greater numbers of overseas students to the Liverpool campus than ever before, and by establishing University presences in a number of overseas territories.
 - Increasing the profile of the University overseas and active engagement with alumni.
 - Developing links within the City region.
- iii. The President of Council had also made a significant contribution to the University since joining the University Council in 2003, first as Vice-President and Treasurer (2004-06) and then as President since 2007. He would remain on Council after his term as President was completed as he would transfer into the Pro-Chancellor role to be vacated by Professor Keaton on 1st January 2015.

It was **AGREED** that:-

- iv. All three should be thanked wholeheartedly by Council for their service to the University.