

UNRESERVED MINUTES

THE UNIVERSITY OF LIVERPOOL

COUNCIL (1026)

MEETING OF THE COUNCIL

6th July 2016

Present: The President (in the Chair); the Pro-Chancellor, the Vice-Chancellor; the Deputy Vice-Chancellor; the Pro-Vice-Chancellor for Education; the Pro-Vice-Chancellor for Research and Impact; Dr A Scott; Mr Chris Baker, Ms Carmel Booth, Dame Lorna Muirhead; Dr R Platt; Mrs A Pointing; Mrs P Young; Professor F Beveridge; Professor S Dawson; Professor R McGrath; the President of the Guild of Students.

Apologies: Mr J Haymer; Dr P Johnson; Sir Colin Lucas; Dr F Marret-Davies.

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 in relation to items on the agenda. Any such conflicts are noted under relevant minute headings.

MINUTES/COMMUNICATIONS

2.1 Minutes of the Previous Meeting

AGREED:-

- i. The minutes of the meeting held 11th May 2016 should be approved as an accurate record.

2.2 President's Communications

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

ENDORSED:-

- i. Approval of a Certified Corporate Resolution authorising Mr Rob Eastwood, Director of Finance, and Mr Ian Potts, Financial Accountant, to act as the named officers to conduct financial transactions in relation to the University's investments in Teradata shares.

2.3 Vice-Chancellor's Communications

a. Honours

REPORTED:-

- i. The recently announced appointment of Professor Dinah Birch as Companion of the British Empire for services to Higher Education, literary scholarship, and cultural life.

AGREED:-

- ii. Professor Birch should be warmly congratulated on this well deserved honour.

b. EU Referendum

REPORTED:-

- i. Following the result of the referendum on membership of the EU, the University was beginning to develop its response, especially in terms of:-
 - Implications for the recruitment of new staff and retaining existing staff;
 - Modelling possible changes to student numbers and fee and research income;
 - Partnerships;
 - Research Strategy;
 - Communications to stakeholders;
 - Reputation building.

NOTED:-

- ii. The impact of the result was already beginning to be felt. A number of applicants to the University had turned down offers of employment, citing the current position as a reason why they no longer wished to work in the UK. £60k of PhD funding previously supplied by a German company had also been withdrawn.
- iii. The University currently had around 600 EU staff and 850 EU students.
- iv. The University was placing a particular emphasis on supporting its existing EU staff. An all staff email had been sent, reassuring staff of the University's continued support for its EU staff and students. A more tailored email specifically addressed to EU staff would also be sent. Q&A sessions would take place, and colleagues in the Law School were providing helpful advice to HR.
- v. Existing EU students, and the 280 expected to register in September, had also been written to. Access to student loans had been guaranteed for this cohort for the duration of their programmes of study.
- vi. The University would have to rethink its Research Strategy, given its previous focus on EU funding.

- vii. The University would continue to lobby through UUK and the Russell Group to mitigate the impacts of the result.
- viii. Almost all universities were reporting a rise in race-related abuse of overseas students. The University would be doing all it could to address any such instances in Liverpool.
- ix. UUK had established an informal advisory group to support its executive. Further detail would be sought on membership of this group.
- x. Professor Fiona Beveridge had been appointed to a similar group advising the Russell Group.
- xi. Professor Michael Dougan had given evidence on Brexit to the Treasury Select Committee this week.

c. VC's Engagements

REPORTED:-

- i. Since the last meeting of Council, the VC had visited, met with, hosted or attended meetings regarding the following:-
 - Russell Group Dinner/Rt Hon Greg Hands MP; 25th May 2016
 - Friends of the University; 1st June 2016
 - IFB 'Business of Women' panel member; 15th June 2016
 - Ministerial groundbreaking ceremony at Sensor City/ Rt Hon Anna Soubry MP; 16th June 2016
 - IFB 'Framing the Future: A Sustainable and Resilient Northern Powerhouse' welcome speech; 20th June 2016
 - Heseltine Institute Wellbeing Event opening speech/ Luciana Berger MP; 21st June 2016
 - Centre for Cities: 'The first 100 days – what should be at the top of the Liverpool City Region Mayor's in-tray' panel member; 21st June 2016
 - City lunch/award of Regius Professorship with HRH the Queen; 22nd June 2016
 - Fred Freeman lecture: Julia Unwin CBE, Joseph Rowntree Foundation; 22nd June 2016
 - UUK New Vice-Chancellors keynote address; 23rd June 2016
 - UUK Board; 24th June 2016
 - UUK Roundtable with Jo Johnson MP; 24th June 2016
 - Diversity in the Boardroom LEP dinner; 27th June 2016
 - Science Fiction Research Association Conference Opening Speech; 28th June 2016
 - Russell Group Board and dinner/Gordon Marsden MP; 30th June 2016
 - University of Liverpool Pensioners' Club; 1st July 2016
 - NCUB Summer Keynote and reception/Sherry Coutu; 4th July 2016
 - British Council Board of Trustees 5th July 2016

d. Regius Professorship

REPORTED:-

- i. The University's Chemistry Department had been awarded a prestigious Regius Professorship. This recognised the Department's world-leading excellence.
- ii. It was intended to recruit externally to fill the Chair.

FOR ENDORSEMENT, APPROVAL OR NOTE

3.1 Strategy and Plans 2016/17 to 2018/19

RECEIVED:-

- i. Summary of delivery plans for:
 - The three strategies developing in support of *Strategy 2026: Research and Impact, Education and Professional Services* – including how the Planning Units will contribute to these.
 - The three cross cutting areas of: International, People, and Environment, Estates and Sustainability.
 - Draft KPIs and targets for 2021 and 2026.
 - The Raising Performance Matrix for 2016, and proposed positions for 2026.
 - Proposed budgets for the next three years.

REPORTED:-

- ii. The draft budgets suggested:-
 - Annual operating surpluses of: £21.1m; £29.4m; and £41.8m;
 - Cash held at the end of each year of: £61.8m; £61.5m; and £72.9m.

NOTED:-

- iii. While Strategy 2026 would need revisiting in light of the EU referendum, it was felt that the overall objectives still held. The detail of these delivery plans would also be reviewed and adjusted through future planning cycles.
- iv. While the plan did not generate a positive cash flow at all points in the three year planning period, it was felt that suitable contingencies could be found if the University's financial position came under pressure. In this case it was likely that the Capital Plan would be slowed to relieve the pressure on cash. It would be important to outline clearly to Council the different scenarios that might unfold in this eventuality.
- v. The University wished to increase the level of surplus it generated to promote financial sustainability and create more headroom for reinvestment.

- vi. Further work would be carried out over the summer on the proposed KPIs, SPIs, and PIs. There would be detailed discussion of these and performance reporting at the Council Away Day to be held in September. Each KPI would be reported on at least annually, with detail being available at School level.
- vii. The Raising Performance Matrix proposed a position where approximately two thirds of Departments were within the 'minimum expectation' zone by 2026. That this proportion was not higher his was in part because of a desire to set realistic targets, and in part to reflect the specific nature of some Departments (Dentistry, for example, not submitting as a single Unit of Assessment to the REF). Performance as proposed was expected to put the University in a good position to achieve its overall aim of being a top 100 university. The matrix would be revised annually in light of actual performance and changes to the external environment.
- viii. A similar matrix was in preparation for Professional Services.

AGREED:-

- ix. The delivery plans and budgets should be approved as proposed.

Clerk's Note

At its Away Day, held 28th September 2016, Council ENDORSED the further work that had been undertaken on the KPIs and SPIs, in particular around target setting, subject to further analysis to assess how realistic or stretching these were, to be undertaken through the PPC.

3.2 Equality Framework

RECEIVED:-

- i. A summary of the proposed Equality Framework for 2016-2026, the detail of which had been made available on the Council members' intranet.

REPORTED:-

- ii. The Framework had been considered previously by the Planning and Resources Committee.
- iii. The Framework was a requirement of a number of equality related activities that the University had committed to, for example Athena SWAN and the Access Agreement.

NOTED:-

- iv. The Framework described how the University would promote equality for all members.
- v. The Framework included detailed objectives and targets that would be reported on in order that progress could be monitored.
- vi. Delivery of the Framework would be overseen by the newly established People Board.

AGREED TO RECOMMEND:-

- vii. The Equality Framework 2016-2026.

3.3 Scheme of Delegation

RECEIVED:-

- i. A revised Scheme of Delegation for 2016/17.

NOTED:-

- ii. Council reviews the Scheme of Delegation annually.
- iii. No changes were proposed for the Scheme of Delegation for 2016/17 other than to update nomenclature, and reflect changes to the committee structure implemented this session.

AGREED:-

- iv. The Scheme of Delegation should be approved for 2016/17.

3.4 Guild Annual Report

RECEIVED:-

- i. A report on Liverpool Guild of Students' activity over the last twelve months.

REPORTED:-

- ii. The outgoing Sabbatical Officers were particularly proud of work in relation to:-
 - The implementation of lecture capture;
 - Improving links with the Athletic Union;
 - Developing support for PGR students;
 - The 'Call It Out' campaign and work to combat 'lad culture';
 - Combatting homophobia in sports.

- iii. Individual memberships to societies had risen pleasingly from c. 5,000 to c. 8,000. The number of recognised societies had also increased from c.190 to c. 240.
- iv. The Guild had also been involved in a range of external facing activities including supporting the Register to Vote campaign, and Mayoral election events.
- v. The Guild had been nominated for the award 'Best Students' Union' at the upcoming NUS Awards.

NOTED:-

- vi. The Guild was in a strong position, and now fully established in its refurbished building.
- vii. A pleasing number of Chinese students were now getting involved in Guild activities. The Guild continued to monitor the involvement of OSI students with a view to increasing this.

AGREED:-

- viii. The Guild should be congratulated on its NUS nomination.
- ix. The outgoing Sabbatical Officers should be thanked for their outstanding work and wished well for the future. The Guild President should also be thanked in particular for his contribution to Council.

PLANNING AND RESOURCES COMMITTEE

4.1 Report of the Meeting of the Planning and Resources Committee held 28th June 2016

Council **RECEIVED** a report of the meeting of the Planning and Resources Committee held 28th June 2016.

a. Residences Strategy: Mandate for Increased Costs

REPORTED:-

- i. Approval had been sought for an increase in expenditure to support the delivery of the Residences Strategy, in particular the redevelopment of Greenbank Student Village. These changes in cost were driven by:-
 - Market testing of sub-contractor costs;
 - Design finalisation;
 - Responses to planning restrictions;
 - Response to deterioration of the site;
 - Preliminary costs and additional contingencies.

- ii. Funds for the mandate would come from currently unused resource. As such, no other projects would be de-prioritised. However, future flexibility around the capital plan would be restricted.

NOTED:-

- iii. The EU Referendum result increased the risk of volatility in the cost of materials.

AGREED:-

- iv. Mandate 187: Residences Strategy should be approved, and £9.2m released to support this.

b. Royal Liverpool and Broadgreen University Hospital Trust

NOTED:-

- v. Discussions between the University and RLBUHT continued over the issue of disputed service charges. Every effort was being made to reach settlement, and it was now felt that a solution was close.

SENATE

5.1 Report of the Meeting of the Senate held 29th June 2016

Council **RECEIVED** a report of the meeting of the Senate held 29th June 2016.

a. Reaccreditation of XJTLU

AGREED:-

- i. XJTLU should be reaccredited for the delivery of undergraduate, postgraduate taught and postgraduate research provision for a further five years, from 2016-2021.

b. Renewal of the Collaborative Partnership with Birkenhead Sixth Form College

AGREED:-

- ii. The collaborative partnership with Birkenhead Sixth Form College should be renewed for a further five years.

c. Faculty of Humanities and Social Sciences – Proposal to Form Two New Subject Groups in ULMS by Dividing the Organisation and Management Group

AGREED:-

- iii. The creation of two new subject groups within ULMS through the reorganisation of the current Organisation and Management subject group should be approved, and that

Ordinance 19 (The Academic Organisation of the University) should be amended accordingly.

d. Faculty of Science and Engineering – Proposal to Restructure the School of Engineering

AGREED:-

iv. The proposed restructuring in the School of Engineering into two departments: Mechanical, Materials and Aerospace Engineering, and Civil Engineering and Industrial Design, should be approved, for use from 1st September 2016, and that Ordinance 19 (The Academic Organisation of the University) should be amended accordingly.

e. Code of Practice for the Annual Assessment of Individual Research and Impact Performance

NOTED:-

v. Senate had approved the Code of Practice for the Annual Assessment of Individual Research and Impact Performance.

vi. The annual review of research activity undertaken by individual researchers would be a key tool to be used to monitor progress towards meeting the institutional objectives around research and to identify priorities for support.

vii. The Code of Practice set out how processes of review will be undertaken and communicated to staff, and how the information will be used within the institution.

OTHER COMMITTEES OF COUNCIL

6.1 Joint Committee on Honorary Degrees

RECEIVED:-

i. A report of the meetings of the Joint Committee on Honorary Degrees held 13th April and 8th June 2016.

REPORTED:-

ii. In accordance with the provisions of Ordinance 30 (Honorary Degrees), the Joint Committee on Honorary Degrees had met to consider nominations which were received for the conferment of honorary degrees alongside other proposals relating to honorary awards.

AGREED:-

- iii. That a number of named individuals should be invited to accept honorary degrees to be conferred at degree ceremonies to be held in December 2016 or 2017.
- iv. That the University should begin to award honorary fellowships as well as honorary degrees in order to provide a means of formally recognising former members of staff of the University who have made a substantial, significant and sustained contribution to the life and development of the University. It is proposed that honorary fellowships should be awarded only rarely and recipients will have:
 - Embodied the values of the University in their daily work;
 - Made an impact over and above that implied by the remit of their role;
 - Positively changed practices, attitudes and culture across the whole University;
 - Been regarded as a role model by their colleagues;
 - Had a track record of exceptional achievement with sustained impact.

Subject to Council's approval of the award of honorary fellowships, it is further proposed that the former Academic Secretary, Miss Catherine Jones, should be invited to become the inaugural recipient of an honorary fellowship.

- v. Mr Peter Cresswell should be invited to accept the award of an honorary undergraduate degree. Mr Cresswell was the only student permanently excluded from the University following the occupation of Senate House in 1970, an occupation undertaken by students who were protesting against several matters including the publication of the University's investments which included investment in the then apartheid state of South Africa. It is believed that this is an appropriate way of recognising the academic work Mr Cresswell completed and the impact of the University's decisions at the time, and that it will close the matter positively.

STRATEGIC COMMITTEES

7.1 Education Committee

RECEIVED:-

- i. A report of the meeting of the Education Committee held 9th June 2016.
- ii. The Annual Report of the Education Committee to Council.

NOTED:-

- iii. The University was working hard to improve levels of graduate employability for its students, and has established the Liverpool Employability Award to support this.

- iv. Through participating in the award students would:-
- Get more out of activities that they do outside of their degrees and gain recognition for their involvement;
 - Develop the key skills employers are looking for;
 - Increase confidence and self-awareness;
 - Be able to articulate skills and achievements to employers;
 - Receive support and feedback to help them achieve their career goals.
- v. The award had been tested with employers.
- vi. Further information on current links with employers and the destination of students after graduation would be circulated to interested members of Council.

7.2 Research and Impact Committee

RECEIVED:-

- i. A report of the meeting of the Research and Impact Committee held 8th June 2016.
- ii. The Annual Report of the Research and Impact Committee to Council.

NOTED:-

- iii. The financial information included in the Delivery Plans discussed elsewhere on the agenda, would support the five areas emerging research themes have highlighted:-
- Genome to Biological Systems (defined as a theme that provides underpinning capability);
 - Healthy Living/Ageing;
 - Energy;
 - Digital Research, including Digital Humanities (but requiring a discrete plan and leadership);
 - Heritage.
- iv. These would augment the existing identified themes of research excellence:-
- Advanced Materials;
 - Personalised Health;
 - Infectious Disease.

ROUTINE ITEMS

8.1 Use of the University Seal

RECEIVED and NOTED:-

- i. A summary of uses of the University Seal since the last meeting.

8.2 HR Summary Report of Action Taken Under Delegated Powers

RECEIVED and NOTED:-

- i. A summary of HR related actions taken under delegated powers since the last meeting.

8.3 Date of Next Meeting

NOTED:-

- i. The next meeting would be an Away Day to be held on 28th September 2016.

OTHER MATTERS

9. Thanks

NOTED:-

- i. This was Mr Chris Baker's final meeting as a Council member, following eight years exemplary service. During this time Mr Baker had chaired the Audit Committee with distinction for six and a half years.

AGREED:-

- ii. Mr Baker should be thanked for his excellent contribution over the last eight years, and wished well for the future.