UNRESERVED MINUTES
THE UNIVERSITY OF LIVERPOOL COUNCIL (1024)

MEETING OF THE COUNCIL
10th February 2016

Present: The President (in the Chair); the Vice-Chancellor; the Deputy Vice-Chancellor; the Pro-Vice-Chancellor for Education; the Pro-Vice-Chancellor for Research and Impact; Mr J Haymer (Lay Officer); Dr A Scott (Lay Officer); Dr P Johnson; Sir Colin Lucas; Dame Lorna Muirhead; Dr R Platt; Mrs A Pointing; Professor F Beveridge; Professor S Dawson; the President of the Guild of Students.

Apologies: The Pro-Chancellor; Mr C Baker; Mrs P Young; Professor R McGrath; Dr F Marret-Davies.

Clerk to Council: Mr A Flett.

In attendance: Mrs A Wright (Head of Strategic Planning), and Mr M Smith (Head of Marketing Communications) for item 4.1 Strategic Review – Our Strategy 2026.

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 18th November 2015 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:-

Membership of Animal Welfare Committee

i. The extension of a named individual’s membership of Animal Welfare Committee by one month, from 1st January 2016 to 31st January 2016, to give the Committee an additional month to identify a replacement.
Endowments

ii. A change in use of the ‘Johnston Endowment’ in the Institute of Integrative Biology from funding the ‘Johnston Colonial Fellowship’ to the ‘Johnston Post-Doctoral Development Fund’ in support of Athena SWAN initiatives, and change the fund (established in 1903) from a restricted permanent to a restricted expendable endowment, in order to access capital of up to £30k.

Honorary Degrees

iii. That an honorary degree be conferred upon Dr Mehmood Ahmad Khan, Vice-Chairman and Chief Scientific Officer of PepsiCo and a medical alumnus of the University, at one of the degree ceremonies in the summer of 2016.

iv. That, in the year of the 10th anniversary celebrations of XJTLU, honorary degrees be conferred on the following:-
   • Professor Michael Fang, Emeritus Professor of Electrical Engineering of the University and first Executive President of XJTLU – LLD
   • Mr Nick Earlam, Founder and Executive Chairman of Plexus Cotton Ltd and key player in the creation of the Liverpool-Shanghai Partnership – LLD
   • Professor Shuguo Wang, President of Xi’an Jiaotong University – LLD.

2.3 Vice-Chancellor’s Communications

a. Prevent

RECEIVED:-

i. The University’s Prevent Self-Assessment, submitted to HEFCE in January 2016.

NOTED:-

ii. A fuller briefing session for Council on the Prevent Duty and the University’s related responsibilities would take place at the April Away Day.

b. Liverpool Medical Students’ Society

REPORTED:-

i. The Guild, supported by the University, had de-ratified Liverpool Medical Students’ Society (LMSS). The University no longer recognised LMSS, and the Society was no longer permitted to use University facilities or services.

ii. This followed a review of LMSS activities, jointly undertaken by the Guild and the University, chaired by Mrs Abi Pointing, after negative publicity had arisen from the Society’s social activities.

iii. Although initially co-operative and appearing to accept the findings of the review, LMSS had not completed action planning to address the recommendations made by the Review Panel.
iv. At a meeting in November 2015, Society Officers submitted a quasi-legal document listing a series of objections to the review and its findings, before walking out. In light of this, and a further report from the Panel, the current position was agreed.

v. Since then LMSS had generated some publicity around the review and consequent decisions, and had approached a number of individuals, including the Vice-Chancellor and Pro-Chancellor, requesting an appeal of the decision. There was no right of appeal in this case within the University’s procedures. In his response to LMSS, the Pro-Chancellor had undertaken to ensure that the contents of the LMSS Officers’ email seeking an appeal would be drawn to the attention of both Senate and Council.

vi. The Medical School was establishing transition arrangements, in consultation with the Guild and their students, to set up a new student medical society and to ensure continuity of welfare and academic support for students.

vii. In addition to publicising their case, it was understood that LMSS had also approached former members, seeking financial contributions to support a potential legal challenge.

viii. LMSS had sought to prompt a no-confidence vote in the Guild President, but had been unable to generate the required support for this.

ix. The Society had, however, lodged a formal complaint with the University regarding the way in which the Guild had managed this process. The University would review this.

NOTED:-

x. More than twenty medical student societies continued to have cordial relations with the Guild, and remained affiliated.

AGREED:-

xi. Council fully endorsed the position taken by the Guild and the University in relation to LMSS.

c. Honours

REPORTED:-

i. Professor Margaret Whitehead, Head of the Department of Public Health and Policy, had been made a Dame in the New Year’s Honours List, for services to Public Health.

d. Stern Review

REPORTED:-
i. The Stern Review of REF had now commenced. A call for evidence had been made.

ii. The key driver for the Review was to promote efficiency in research assessment.

iii. The outcomes of the Review were likely to set the agenda for the next REF.

e. VC's Engagements

REPORTED:-

i. Since the last meeting of Council, the VC had visited, met with, hosted or attended meetings regarding the following:-

- 11\textsuperscript{th} January 2016: Britain Stronger in Europe Board
- 11\textsuperscript{th} January 2016: BIS Roundtable Discussion on Degree Apprenticeships
- 12\textsuperscript{th} January 2016: N8 Board and Strategy Dinner
- 18\textsuperscript{th} January 2016: Liverpool Institute of Performing Arts
- 21\textsuperscript{st} January 2016: Mr. Li Yongsheng, Consul General of the P.R. China Manchester
- 22\textsuperscript{nd} January 2016: Gareth Davies, Director General, Knowledge & Innovation, BIS
- 22\textsuperscript{nd} January 2016: The Minister Baroness Williams of Trafford, Parliamentary Under Secretary of State/Lords
- 25\textsuperscript{th} January 2016: LSTM VIP event with Bill Gates and George Osborne
- 26\textsuperscript{th} January 2016: Peel Holdings Strategic Dinner
- 28\textsuperscript{th} January 2016: Russell Group Board and Biennial Dinner
- 29\textsuperscript{th} January 2016: UUK Board
- 29\textsuperscript{th} January 2016: Equality Challenge Unit Board
- 1\textsuperscript{st} February 2016: National Centre for Universities and Business
- 3\textsuperscript{rd} February 2016: MIF Topping Out Ceremony
- 4\textsuperscript{th} February 2016: University of Warwick Roundtable as Speaker on "Diversity in HE"
- 8\textsuperscript{th} February 2016: N8 MPs Reception at House of Lords
- 10\textsuperscript{th} February 2016: Lord O'Neill's Northern Powerhouse Roundtable for N8

**ITEMS FOR APPROVAL OR NOTE**

3.1 Strategic Review – Strategy 2026

RECEIVED:-

ii. The developing Key Performance Indicator/Supporting Performance Indicator framework.

iii. The Raising Performance Matrix.


v. A presentation of the elevator website that would house the new Strategy and associated items.

vi. A communications plan for the new Strategy.

vii. A strategy map.

REPORTED:-

viii. In setting out to draft the new Strategy, a conscious decision had been taken to arrive at something fresh and distinctive from other universities, both in presentation and by articulating clearly what was unique about the University of Liverpool.

ix. It was also a conscious decision to foreground as the University’s mission ‘the advancement of knowledge and ennoblement of life’, this quotation being taken from an engraving on an exterior wall of the Victoria Building.

x. This vision, and its source, linked the University directly back to its inception and the city of Liverpool in a way that was consistent with being a global university with an ambition to be in the world’s top 100.

xi. As part of the Strategic Review process, a clear set of values and ethics had been arrived at, which would inform everything the University did.

xii. Targets for the KPIs identified here would be developed by July 2016. Other than an annual performance report direct to Council, performance reporting would be delegated to the Strategic Committees, with their comments on performance being forwarded to Council for note.

xiii. The performance reporting structure described a direct line from vision to priority to objective to KPI to SPI to departmental plans.

xiv. Task and finish groups would be established to develop the sub-strategies identified in the documentation.

xv. The Raising Performance Matrix set out the position of each discipline in the University when benchmarked nationally. It was felt that this would focus minds, and also made clear the parity of esteem between Education and Research within the University.
xvi. The elevator website was meant to be accessible to many different audiences, each of which could navigate the site to find what they needed. It could be constantly updated, and employ the dynamic use of graphics.

**NOTED:-**

xvii. Where particular research strengths (Advanced Materials, Infectious Diseases and Personalised Medicine) were referred to in the Strategy, it would be important to make clear these were not the limit of the University’s ambitions, but a reflection of where Liverpool was currently genuinely world-leading. The University was actively seeking to broaden its world-leading research, and, as a living document, the Strategy could be updated to reflect advances in other areas when they occurred.

xviii. The Faculties would be bringing forward proposals for interdisciplinary research themes for prioritisation over the coming months.

xix. The presentation of the Strategy was felt to be particularly strong. The ability to refresh the elevator with new, tangible examples of the Strategy’s delivery was expected to be a helpful motivational tool.

xx. Implementation of the Strategy, and in particular the Raising Performance Matrix, would be key. KPIs and SPIs will be annualised to aid planning, and performance reported against annual targets rather than those for 2026. Annualised target setting would be managed through the Planning and Performance Cycle. The targets would relate to a series of leading and lagging measures.

xxi. Targets would be differentiated. For example research income targets would be greater in the Sciences than in the Humanities due to the differences in funding of these areas.

**AGREED:-**

xxii. *Strategy 2026 should be approved.*

xxiii. The developing KPI/SPI schedule and arrangements for performance reporting should be approved as proposed.

xxiv. The Raising Performance Matrix should be approved for use in implementing the new Strategy, particularly through the PPC.

xxv. Thanks and congratulations should be extended to all involved in a truly impressive piece of work.

### 3.2 Statement of Risk Appetite

**RECEIVED:-**

i. A draft Statement of Risk Appetite, informed by the new Strategy.
REPORTED:-

ii. In addition to being informed by the new Strategy, the draft Statement had been discussed at the Council Away Day, held in September 2015, and meetings of the Senior Executive Group.

iii. The Statement set out to define, under a series of headings, the amount of risk the University would be prepared to accept in pursuit of its long term goals.

NOTED:-

iv. The headings and ratings applied were as follows:-

- Reputation (low);
- Compliance (low);
- Financial sustainability (low to medium);
- Research & impact (medium to high);
- Education & student experience (medium to high);
- Global strategy (medium to high);
- Partnerships and collaborations (medium to high);
- People and culture (medium).

AGREED:-

v. The Statement of Risk Appetite should be approved and formally adopted by the University.

vi. A new detailed Strategic Risk Register for the University should be developed within these parameters.

3.4 Equality and Diversity Annual Report

RECEIVED:-

i. The University’s Equality and Diversity Annual Report for 2014/15.

REPORTED:-

ii. Key achievements for the University in this area last session included:-

- Progress on implementing the Athena SWAN principles and School/Institute award recognition.
- A significant increase in the proportion of staff that have completed diversity and equality training.
- The appointment of the University’s first female Vice-Chancellor and a continuing increase in the number and proportion of female professors.
- Success of public engagement events on a range of equality topics and areas of activity, including lectures, seminars and training.
iii. The report included historical University performance. In future years, benchmarked data would be included.

**NOTED:**

iv. The University was continuing to work hard to address particular issues such as Equal Pay Audits and Professorial Levels, on the grounds of transparency, fairness and to link reward more effectively to performance.

v. One of the key issues raised by the report was participation by males from the lower socio-economic quintile. Role-modelling was a particular issue in this respect.

**AGREED:**

vi. The report should be endorsed.

vii. The University should seek to position itself as a leader in addressing access issues for white, lower quintile males.

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3.5 **BIS Green Paper: Fulfilling Our Potential – Teaching Excellence, Social Mobility and Student Choice**

**RECEIVED:**

i. The University's response to the BIS Green Paper Consultation.

**REPORTED:**

ii. The Green Paper outlined plans for:

- The introduction of a Teaching Excellence Framework (TEF), with the potential for universities to increase fees linked to results;
- The introduction of an Office for Students (OfS), effectively as a consumer body, combining and realigning the remaining roles of HEFCE and OFFA;
- Smoother mechanisms for providers to enter and exit the sector;
- The likely creation of a single research funding body, splitting teaching and research funding.

**NOTED:**

iii. The University's response had been submitted 15th January 2016. This was one of over 600 responses received by BIS.

iv. The response outlined the University's:

- Welcome for the TEF, if implemented in the correct way;
- Concern at replacing HEFCE and OFFA with a consumer body;
- Concern at the potential for separating Teaching and Research funding.
v. A number of the changes proposed in the Green Paper would require primary legislation to implement. There was no indication of when any subsequent White Paper would be published.

**PLANNING AND RESOURCES COMMITTEE**

**4.1 Report of the Meeting of the Planning and Resources Committee held 19th January 2016**

Council RECEIVED a report of the meeting of the Planning and Resources Committee held 19th January 2016.

a. *Sensor City*

**REPORTED:-**

i. Sensor City was one of four University Enterprise Zones awarded nationally by BIS, and would be a unique sensor-systems business innovation centre. It was due to open in May 2017.

ii. Objectives include the creation of over 300 new businesses and over 1,000 jobs. It would be an asset for the city region and its approach to devolution.

iii. The University would be responsible for £1.5m of the £15m total cost of establishing Sensor City. The remaining funding would come from the following sources:

- BIS: £5m
- ERDF: £5m
- LJMU: £1.5m
- Co-investment from corporate users: £2m, to be achieved over the first four years.

iv. Additional cash flow support would be required by SCLL in its first few years of operation, in particular, at the peak of the building project (September 2016).

v. Short term debt provision by the JV universities would probably be necessary during the first 4 years of operation as cash was projected to be overdrawn at various stages.

**NOTED:-**

vi. Although Sensor City would not create any primary research or teaching it would contribute to the achievement of the University’s impact and regional priorities.

vii. Given that Sensor City was a JV, the two universities would be equally liable for any clawback of funding in the event of missed targets. As such, the potential liability for the University was a further £5m in addition to initial investment of £1.5m and underwriting of commercial income.
viii. Although the targets were ambitious, there were already good indications of significant commercial demand. The University had good experience of delivering ERDF funded projects.

ix. The project would be monitored closely. Steps were being taken to establish a single set of governance arrangements for this and a number of other region/university initiatives (e.g. Liverpool Science Park, Liverpool Bio-Innovation Hub).

AGREED:-

x. The Commencement Plan for Sensor City should be approved.

b. Mandate 181: Data Centre

AGREED:-

i. The release of £5.5m for essential refurbishment and resilience improvements to the Computing Services Department building on Brownlow Hill and the Chadwick Building Data Centre.

4.2 Q1 Performance Report

RECEIVED and NOTED:-

i. The performance report for the first quarter of 2015/16 and a full financial reforecast for the year.

SENATE

5.1 Report of the meeting of the Senate held 20th January 2016

Council RECEIVED and NOTED the report of the meeting of Senate held 20th January 2016.

REPORTED:-

i. A review of Education provision had been undertaken within the Faculty of Health and Life Sciences, reporting back to the Faculty in December 2015.

ii. The review had been prompted partly by changes in the external environment and partly by concerns raised by staff within the Faculty regarding the current approach.

NOTED:-

iii. In addition to a number of management recommendations it was proposed to split the existing Institute for Learning and Teaching into three:
  • Institute of Clinical Sciences,
• Institute of Veterinary Science,
• Institute of Life and Human Sciences.

iv. These would have equal status with the five research institutes, which would remain unchanged. An Education Directorate would exist at Faculty level informing the work of all eight Institutes.

AGREED:

v. The disestablishment of the Institute of Learning and Teaching, and the establishment of the Institute of Clinical Sciences, Institute of Veterinary Science, and the Institute of Life and Human Sciences, as proposed.

OTHER COMMITTEES OF COUNCIL

6.1 Nominations Committee

RECEIVED:

i. The report of the meeting of Nominations Committee held 19th January 2016.

NOTED:

ii. Prompted by an analysis of the CUC Higher Education Code of Governance, Council had asked Nominations Committee to give consideration to whether diversity targets should be set for Council membership.

iii. There was no appetite from Nominations Committee to set such targets due to the perceived risk of unintended consequences. However, Nominations Committee reaffirmed its commitment to ensuring Council recruitment processes were designed to attract as wide and diverse a field as possible for vacancies, as with the most recent exercise.

AGREED:

iv. Christopher Graham should be appointed for the period 1st August 2016-31st July 2019, taking on the role of Vice-President.

v. Carmel Booth should be appointed for the period 10th February 2016-31st July 2019, taking on the role of Chair of Audit Committee, from 1st August 2016, noting that this term of office was longer than the standard to ensure appropriate handover with Mr Baker in this role.

vi. The following individuals be re-appointed/appointed to the Committees indicated for the periods stated.
<table>
<thead>
<tr>
<th>Committee</th>
<th>Nominee</th>
<th>Period of appointment</th>
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<tbody>
<tr>
<td>Audit Committee</td>
<td>Ms Carmel Booth</td>
<td>10.2.16-31.7.19 (Chair from 1.8.16)</td>
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<tr>
<td>Discipline - Board of Appeal</td>
<td>Dr Roger Platt</td>
<td>10.2.16-31.7.17</td>
</tr>
<tr>
<td>Research Governance Committee</td>
<td>Ms Sue Thomas</td>
<td>1.1.16-31.12.16</td>
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### 6.2 Committee on Safety

**RECEIVED:-**

i. An oral update on progress made towards establishing the new committee structure for Safety, agreed at the last meeting of Council.


**NOTED:-**

iii. Good progress was being made towards establishing the new committee structure. The new Health and Safety Governance Committee, reporting to Council, would meet for the first time in February.

**STRATEGIC COMMITTEES**

### 7.1 Education Committee

**RECEIVED:-**

i. A report of the meeting of the Education Committee held 3rd December 2015.

**NOTED:-**

ii. Following the University’s QAA Higher Education Review (HER) visit in November, the QAA had informed the University it had ‘met UK expectations’ in the four areas assessed.

iii. Areas of good practice highlighted in the QAA report included: the role of the QA Processes Review Group, CLL’s role in training and supporting staff, and disseminating good practice.

### 7.2 Research and Impact Committee

**RECEIVED:-**

i. A report of the meeting of the Research and Impact Committee held 25th November 2015.
ii. The introduction of an institutional Impact Framework.

iii. The agreement to establish a new approach to enterprise and commercialisation activity, following a review of this area. The appointment of an Associate Pro-Vice-Chancellor for Enterprise was scheduled for March 2016.

ROUTINE ITEMS

8.1 Use of the University Seal

NOTED:-

i. 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

NOTED:-

i. The HR Summary Report of Action Taken Under Delegated Powers since the last meeting had been made available through the Council Members’ intranet.

8.3 Date of Next Meeting

NOTED:-

i. The next meeting would be an Away Day, to be held on 6th April at Ness Gardens.

RESERVED MINUTES

9.1 ULCCo (SP) Ltd Business Future Report

[The Deputy Vice-Chancellor and Dr Andrew Scott, as ULCCo (SP) Board members, disclosed interests in relation to this item.]

RECEIVED:-

i. A proposal from the ULCCo (SP) Board that the University should maintain ownership of ULCCo (SP) Ltd as an “in house” construction company.

REPORTED:-

ii. Following Council’s assessment in July 2015, detailed discussions regarding disposal had been held with three potential purchasers. A second option of continuation on the current basis had also been considered.
iii. Given market and other economic conditions all three potential purchasers had decided against pursuing the opportunity.

**NOTED:-**

iv. In addition to cheaper costs, it was felt that ULCCo (SP) had delivered a higher quality of work than would normally be expected from external contractors. Staff had also indicated a commitment to the University.

v. In making the recommendation to continue ULCCo (SP) as an in-house provider for the time being, the Board recognised its responsibility to continually review the business plan for ULCCo (SP), its order book and external market conditions, to assess when a different option might be preferable.

vi. The ULCCo (SP) Board was giving consideration to the appointment of an additional non-executive director to its membership, to provide further expertise and external perspective to the company’s work. Planning and Resources Committee had endorsed this.

**NOTED:-**

vii. Given the lack of potential purchasers and ULCCo (SP)’s full order book, there was no viable alternative to continuation on the current basis.

viii. The key risk attendant on the University not clarifying the future of ULCCo (SP) was the loss of staff. It was recognised that this would remain an issue, and would have to be mitigated in due course as and when market conditions changed.

ix. The cost of simply closing ULCCo (SP) would be c. £500k.

**AGREED:-**

x. The University should reaffirm its commitment to operating ULCCo (SP) as an in-house construction company.

xi. The order book, currently running to 2019, should be supplemented with other appropriate projects.

xii. Milestones should be developed for the regular but proportionate review of this position.

xiii. The ULCCo (SP) Board should report on a quarterly basis to Planning and Resources Committee.