

## UNRESERVED MINUTES

THE UNIVERSITY OF LIVERPOOL

COUNCIL (1028)

### MEETING OF THE COUNCIL

22<sup>nd</sup> February 2017

**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 R Platt; Dr P Johnson; Sir Colin Lucas; Professor F Beveridge; Professor S Dawson; Professor R McGrath; Dr F Marret-Davies; the President of the Guild of Students.

**Apologies:** Mr J Haymer; Dr A Scott; Ms Carmel Booth; Dame Lorna Muirhead; Mrs A Pointing; Mrs P Young.

**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.

### QUORACY

#### 2.1 Quoracy

**NOTED:-**

- i. Due to the staff members being in the majority, this meeting of Council would not be quorate.

**AGREED:-**

- ii. Rather than asking a number of staff members to absent themselves to make the meeting quorate, the meeting would proceed as normal, with a record of in-principle decisions to be circulated to the full membership for endorsement or challenge.

### MINUTES/COMMUNICATIONS

#### 3.1 Minutes of the Previous Meeting

**AGREED:-**

- i. The minutes of the meeting held 23<sup>rd</sup> November 2016 should be approved as an accurate record.

### **3.2 Matters Arising on the Minutes**

- a. Research Funded Contracts (item 2.3d refers)

#### **REPORTED:-**

- i. Further to the request at the last meeting of Council to clarify the treatment of staff funded from research grants and contracts when funding ceased, the situation is as follows:-
  - If the individual has been employed for more than four years, they will automatically be transferred to a permanent contract regardless of source of funding.
  - Where the funding *and* activity to cease is only being carried out by one person, they will have the position discussed with them 8 months in advance of that point. Although technically in a redundancy pool of one, they will automatically be placed on the redeployment register.
  - In the event of the loss of funding but the activity continuing, the Head of School would be asked, in the first instance, to manage this through a reduction of overall expenditure.

- b. Strategic Risk Register (item 3.4 refers)

#### **REPORTED:-**

- i. The original intention had been to bring back the latest iteration of the Strategic Risk Register to this meeting of Council for approval. However, it has been agreed that it is more appropriate to do this at the Away Day, to be held 29<sup>th</sup> March.
- ii. The proposed Register would be presented alongside an assessment of current performance and an update on this year's planning cycle, to demonstrate how they link.
- iii. Council members would have the chance for further input into the Strategic Risk Register at this point.

### **3.3 President of Council's Communications**

[Professor Fiona Beveridge and Mr David McDonnell declared an interest as board members of the Liverpool University Press.]

#### **ENDORSED:-**

- i. Action taken on behalf of Council since the last business meeting to approve the appointment of Richard Charkin and Toby Faber as Non-Executive Directors of the Liverpool University Press, for a period of three years in the first instance.

**NOTED:-**

- ii. The high quality of these appointments.

**3.4 Vice-Chancellor's Communications**

a. Staff Changes

*Director of Finance*

**REPORTED:-**

- i. Mr Rob Eastwood had left the post of Director of Finance at Christmas.
- ii. Mr David Soutter had been appointed Interim Director of Finance pending the appointment of a permanent replacement.

*Clerk to Council*

**REPORTED:-**

- i. The Clerk had indicated his intention to resign this role due to his taking up a new position within the University - Deputy Director Libraries, Museum and Galleries.
- ii. It was proposed to merge the Strategic Planning and Corporate Governance functions and advertise for a Director of the unified area. Subject to Council's approval, this person would take on the role of Clerk to Council.

b. Chancellor

**REPORTED:-**

- i. The response to the appointment of Colm Toibín as the University's new Chancellor had been extremely positive.
- ii. Plans for his investiture are currently being developed, with the intention it would form part of the July graduation ceremonies.

c. Staff Survey

**REPORTED:-**

- i. Initial analysis of the all staff survey undertaken before Christmas has now been carried out. Results are pleasing. 65 measures show a marked improvement since the exercise was last carried out in 2013. Only 2 measures were rated as less favourable.
- ii. The results will be published within the University at the end of February. Action planning will take place in March.

d. Medical Students

**REPORTED:-**

- i. Another institution had suspended 32 of its medical students after complaints about the performance of its annual review led to a police investigation and an independent review.

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:-

1-6 December	British Council delegation to China: Chengdu, Beijing and Shanghai, including P2P Dialogue
11-18 January	British Council delegation to Mumbai; Unilever meetings in Mumbai; Journeys for Change 5 day programme
24 January	LHP's Inaugural Annual Lecture: Lord Ara Darzi
26 January	ECU Board and Russell Group Board
27 January	UUK UK Board
31 January	UCAS AGM
3 February	Luciana Berger MP
7 February	Xavier Rolet, CEO of London Stock Exchange: Alumni Up Close lecture at London Campus
8 February	Bluecoat Sociologist in Residence inaugural lecture: Paul Jones
9 February	Barkla Lecture: Dame Bell Burnell
9 February	Tour of MIF
10 February	Louise Ellman MP
14 February	British Council Board of Trustees
16 February	British Council EU-UK Culture & Education summit, Berlin

**FOR ENDORSEMENT, APPROVAL OR NOTE**

**4.1 Liverpool Online**

**RECEIVED:-**

- i. A paper and presentation outlining the terms by which it was proposed to renew the partnership agreement with Laureate Inc. to collaborate on the development and delivery of Liverpool Online degrees.

**REPORTED:-**

- ii. The proposed agreement had not yet been approved formally by Laureate. However, no further substantive changes were expected. If any were brought forward the agreement would be brought back to Council for reconsideration.
- iii. The continuation of the partnership with Laureate linked directly back to *Strategy 2026* and the University's ambition to be a connected, global university that focussed on its points of distinctiveness.

**NOTED:-**

- iv. Good data were collected on the destinations of Liverpool Online graduates. The majority were mid-career professionals, who often went on to enrol on further, higher qualifications.
- v. The University retained full ownership of quality control and academic appointments. This was monitored rigorously.
- vi. The intention was to take learning points from Liverpool Online activities and, where appropriate, translate these back into other University provision, blurring the boundaries between different modes of delivery across the whole curriculum.

**AGREED:-**

- vii. Subject to any further substantive changes being put forward by Laureate, the proposed renewal agreement should be approved.

#### **4.2 Estates Strategy 2026+**

[Ms Jenny Tucker – Director FRCS, and Mr Alex Beedle – Director of Estates and Capital Planning, were in attendance for this item.]

**RECEIVED:-**

- i. A paper and presentation outlining the proposed Estates Strategy for the next ten years and beyond (ES2026+)

**REPORTED:-**

- ii. The development and roll out of ES2026+ was intended to support directly *Strategy 2026*. It would do this by supporting new methodologies for working and the use

of digital technologies, as well as addressing the condition, functionality and utilisation of space.

- iii. Key proposals included:-
- Creating a sense of place with defined zones, each with a clear identity and brand;
  - Sophisticated and modern learning, teaching and research spaces;
  - Enhanced public realm and green space;
  - Maximising the potential of the estate through efficient space utilisation.
- iv. The draft followed extensive consultation with key internal stakeholders, including Faculties, Schools and Institutes, Professional Services, the Guild and other student representatives, and external stakeholders such as Liverpool City Council.

**NOTED:-**

- v. The plan was estimated to cost c. £40m pa, but this was felt to be a prudent assessment. In the event of any significant institutional risk being realised and changed financial circumstances, timing of the plan could be adjusted.
- vi. Installation of IT and other equipment would also be considered as part of the delivery of this strategy.
- vii. The intention was that the University would fully fund and own all aspects of the redevelopment. Leveraging would only be sought in terms of work on the related Knowledge Quarter site at Paddington Village, and through donations and charitable giving for major redevelopments such as the potential third library on campus.
- viii. The development of a new library represented a specific challenge given the constantly evolving use such spaces were being put to, and their continued popularity with students.
- ix. The plan emphasised flexible space, to future-proof the estate and allow the University to respond to changing circumstances. Further consultation was also taking place with interdisciplinary research theme leads to ensure the space would provide maximum support for academic performance.
- x. Work was being undertaken with the City Council to investigate the possibility of part-pedestrianising the two major thoroughfares on campus, Brownlow Hill and Oxford Street.
- xi. The Sports Centre had been identified for renewal because demand was outstripping its capacity.

**AGREED:-**

- xii. Estates Strategy 2026+ should be approved and all involved commended for this excellent piece of work.

#### **4.3 Prevent Annual Report Outcome**

**RECEIVED:-**

- i. The University's Prevent annual report assessment outcome.

**REPORTED:-**

- ii. HEFCE was satisfied with the University's approach in this area.

**NOTED:-**

- iii. The University was sector leading in its approach to Prevent, particularly in the way it worked closely with the Guild to address situations before they escalated.

### **PLANNING AND RESOURCES COMMITTEE**

#### **5.1 Report of the Meeting of the Planning and Resources Committee held 24<sup>th</sup> January 2017**

**RECEIVED and NOTED:-**

- i. A report of the meeting of the Planning and Resources Committee held 24<sup>th</sup> January 2017.

#### **5.2 First Financial Reforecast**

**RECEIVED:-**

- i. The first financial reforecast for 2016/17.

**REPORTED:-**

- ii. Forecast 1 suggested:-
  - A slightly improved operating surplus (pre-tax, change in market value of investments & profit on disposals) of £34.7m, £1.2m ahead of original plan.
  - Within this, HEFCE income is forecast to be lower than plan by £2m, (£0.2m is clawback from previous years, £0.8m is incorrect assumptions when calculating HEFCE grant transferred to Lancaster (£0.5m) & LSTM (£0.3m), the balance of £1m relates to incorrect planning assumptions.
  - Cash/cash equivalent balances of £175.1m at the year end, £10m ahead of original plan. This is due to delays in capital expenditure (timing rather than savings).

#### **5.3 ULPF Articles of Association**

**RECEIVED and AGREED:-**

- i. Redrafted articles of association for ULPF, updated to reflect the current operating structure of the company and current company law.

#### **5.4 Pensions Increases**

**RECEIVED:-**

- i. Proposals for discretionary increases to University of Liverpool pensions.

**AGREED:-**

- ii. A discretionary 1% increase for ULPF pensions in payment built up before 6<sup>th</sup> April 1997 in excess of the Guaranteed Minimum Pension.
- iii. A discretionary 1% consolidated pension increase to ex-gratia pensioners paid directly by the University.

### **SENATE**

#### **6. Report of Senate Business since the Last Meeting**

**RECEIVED:-**

- i. A report of Senate business since the last meeting of Council.

**REPORTED:-**

- ii. The last meeting of Senate had been cancelled due to a lack of substantive business for discussion.

**NOTED:-**

- iii. The University's TEF narrative as submitted to HEFCE.
- iv. The metrics used for TEF were not particularly helpful to the University. For example, employability rates used exclude OSI students, who accounted for over 1/3 of the University's students.
- v. Further detailed analysis of the TEF metrics and how they mapped to the University's performance matrix would be brought back to Council in due course for discussion.

**AGREED:-**

- vi. Revisions to Ordinances 57(A), 57(B) and 57(C): Doctor in Philosophy, made in order to define completion of studies for Tier 4 PGR students, in accordance with UKVI requirements.

### **OTHER COMMITTEES**

## **7.1 Health and Safety Governance Committee**

### **RECEIVED:-**

- i. The report of the last meeting of the Health and Safety Governance Committee, held 9<sup>th</sup> February 2017.

### **NOTED:-**

- ii. The proposed revised Policy and Code of Practice on Managing Stress considered by the Committee, included enhanced information on:-
  - the responsibilities of key stakeholders;
  - the risk assessment process;
  - various sources of assistance available for staff to deal with stress at work.
- iii. The documentation presented followed significant consultation with staff and trade union representatives. The TUs were very supportive of these proposals.

### **AGREED:-**

- iv. The revised Policy and Code of Practice for implementation.

## **7.2 Annual Report of the Committee on Research Ethics**

### **RECEIVED:-**

- i. The Annual Report of the Committee on Research Ethics.

### **NOTED:-**

- ii. The revised methodology endorsed by Council last session continued to be rolled out. An additional committee was being established to deal with the increased volume of requests for approval, and the Chair and support for the Committee were engaging fully with departments to communicate the revised approach.

## **7.3 Annual Report of the Research Governance Sub-Committee**

### **RECEIVED and NOTED:-**

- i. The Annual Report of the Research Governance Sub-Committee.

## **REPORTS TO COUNCIL FROM THE STRATEGIC COMMITTEES**

## **8.1 Education Committee**

### **RECEIVED:-**

- i. The report of the last meeting of the Education Committee, held 13<sup>th</sup> January 2017.

**NOTED:-**

- ii. The National Student Survey was currently open. The Guild were one of twenty five students unions nationally promoting a boycott of the survey due to potential links to survey results and fee levels.
- iii. TEF results were due to be announced in May.
- iv. HEFCE had deemed the University as not at higher risk (its highest rating) as part of the Annual Providers' Review exercise.

**8.2 Research and Impact Committee**

**RECEIVED:-**

- i. The report of the last meeting of the Research and Impact Committee, held 11<sup>th</sup> January 2017.

**NOTED:-**

- ii. It was still unclear which of the Stern recommendations for REF would be acted on.

**ROUTINE ITEMS**

**9.1 Use of the University Seal**

**RECEIVED and NOTED:-**

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

**9.2 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.

**9.3 Date of Next Meeting**

**NOTED:-**

- i. The next meeting would be an Away Day to be held on 29<sup>th</sup> March 2017.