

## UNRESERVED MINUTES

THE UNIVERSITY OF LIVERPOOL

COUNCIL (1037)

### MEETING OF THE COUNCIL

21<sup>st</sup> November 2018

**Present:** The Vice-President (in the Chair); the Vice-Chancellor; the Pro-Vice-Chancellor for Education; the President of the Guild of Students; Mrs C Booth; Mr S Butler; Mr E Fishwick; Dr P Johnson; Mrs H Miller; Dr R Platt; Mrs A Pointing; Dr A Scott; Professor J Balogun; Professor B Gibson; Mr K O'Sullivan

**Apologies:** The President; Mrs P Young; Professor S Dawson; the Pro-Vice-Chancellor for Research and Impact; the Interim Chief Operating Officer

**In Attendance:** Ms N Davies, Director of Finance  
Dr P Harrison Woods, Director of Student Administration and Support, for item 4.1 on the agenda  
Mrs C Costello, Director of HR, for item 4.3  
Mr K Ryan, Director of Legal and Compliance, for item 8.3

**Clerk to Council:** Dr A Fairclough

### COUNCIL AND MEMBERSHIP MATTERS

#### 1.1 Council Membership

**RECEIVED:**

- i. Council membership for 2018/19.

**NOTED:**

- ii. The appointments of Mr Kieran O'Sullivan and Mr Norman Molyneux were subject to approval by the Privy Council of changes to the constitution of Council.

#### 1.2 Council Members' Code and Statement of Primary Responsibilities

**RECEIVED:**

- i. The Council Members' Code and Statement of Primary Responsibilities for Council, revised to reflect specific responsibilities defined by the Office for Students and updated guidance about the expectations of charitable trustees.

**AGREED:**

- ii. The revised Council Members' Code and Statement of Primary Responsibilities should be approved.

**1.3 Roles and Responsibilities: Diversity and Equality**

**RECEIVED and NOTED:**

- i. A statement defining the role of committees in ensuring appropriate approaches to diversity and equality are embedded in the way the University does its business.

**1.4 Statement of Policy and Procedure on Disclosures of Interest**

**RECEIVED and NOTED:**

- i. The University's Statement of Policy and Procedure on Disclosure of Interest.

**1.5 Disclosures of Interest**

Members of Council were invited to disclose any potential conflicts of interest they had in relation to items on the agenda. No conflicts of interest were disclosed relevant to the agenda items under consideration.

**MINUTES/COMMUNICATIONS**

**2.1 Minutes of the Meeting held 4<sup>th</sup> July 2018**

**AGREED:**

- i. The minutes of the meeting held 4<sup>th</sup> July 2018 should be approved as an accurate record.

**2.2 Matters Arising on the Minutes**

- a. Research Misconduct (item 2.2a refers)

**NOTED:**

- i. The investigation into the research misconduct case was now almost complete and a final report would be submitted to the OfS. The independent review of research integrity, chaired by Roger Platt, was now underway.

## 2.3 President's Communications

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

#### **ENDORSED:**

- i. Approval of minor revisions to the Financial Regulations following their approval at the previous meeting. These included revisions to section 4.4 of the Regulations to clarify the process for authorisation and to include a definition of the types of expenditure covered.
- ii. Approval of appointment of the following individuals to Committees and Boards:
  - Mr Alex Beedle (Interim Director of Facilities, Residential and Commercial Services) to the University of Liverpool Energy Company Ltd
  - Mr Syd Cottle (Director of Estates Management) to the University of Liverpool Construction Company Ltd
  - Ms Nicola Davies (Director of Finance) to Sensor City Liverpool Ltd
  - Ms Nicola Davies to Laureate – UoL Ventures BV.
- iii. Approval of the move of the Department of Psychological Sciences from the Institute of Psychology, Health and Society to the Institute of Life and Human Sciences, thus collating it alongside the School of Psychology under a single Dean.
- iv. Approval of the use of the University's name in the title of the new University of Liverpool Mathematics School, and submission of written approval to Companies House to enable the new Trust to be registered.
- v. Approval of amendments to the constitution of the Nominations Committee so that the membership provides for 'one of the Council-appointed or elected Senate representatives on Council' rather than 'one of the Council-appointed Senate representatives on Council', and the appointment of Professor Bruce Gibson to Nominations Committee for the period until 31<sup>st</sup> July 2020.

## 2.4 Vice-Chancellor's Communications

### a. Leadership Away Day and City Region Priorities

#### **REPORTED:**

- i. A successful Leadership Away Day had been held in the Town Hall on Thursday 15<sup>th</sup> November, with valuable external perspectives provided by a variety of speakers, including the City Region Mayor, Steve Rotheram.

*Further minute redacted due to commercial interest.*

### b. Brexit

## **REPORTED:**

- i. The Vice-Chancellor was continuing to visit Ministers and Vice-Chancellors in Europe, to emphasise the collective interest in continuing collaborative 'Science'. Discussions covered Erasmus+, Horizon 2020 and its successor. Discussions with Swiss and Norwegian partners had also been helpful.
- ii. The University was considering the potential impact of Brexit on activities and plans at its meeting of Senior Executive Group in December, following work undertaken by an Exiting the EU Working Group and a light-touch audit undertaken by PwC.
- c. Post-18 Funding Review

## **REPORTED:**

- i. Following reports that the post-18 review chaired by Philip Augar had been considering a potential reduction of fees to £6.5k, the Vice-Chancellor had been engaged in discussions with Ministers and media events including an interview on the Today Programme. In these discussions she had been stressing the anticipated negative impact on widening participation in institutions.
- ii. The Department of Finance was modelling the potential impact of a reduction in fees and would bring the results back to a future meeting of Council.
- iii. The National Union of Students' position on the £6.5k fee was thought to be complementary to the UUK position, recognising that it would have a significant impact on the sector and students.
- a. USS Update
  - i. Responses to UUK Consultation  
The UUK consultation with employers on the recommendations of the Joint Expert Panel (JEP) closed on 30 October, and received responses from 127 employers – accounting for 94% of the active membership of USS. The responses showed that the vast majority of employers which responded were supportive of the JEP's recommendations. However, a large number of the employers – accounting for over half the scheme's active membership – expressed important conditions and caveats to their support. These conditions included a need to understand any additional obligations the USS Trustee might place upon employers for the bearing of additional risk, and the need for a second phase of the JEP to inform further work to ensure long-term stability and sustainability of the scheme. A number of employers also commented how challenging the proposed contributions are, both for employers and for members, even over a short term.
  - ii. Letter to the USS Trustee (14/11/2018)

The UUK Chief Executive had written to USS Group CEO to confirm that employers supported the recommendations of the JEP, subject to acceptance from the USS Trustee and The Pensions Regulator, and the need for further information for employers on risk and its implications. His letter also confirmed UUK's support for the Trustee's suggested approach of commencing a new 2018 valuation, to allow for the most recent data and for any developments on risk as envisaged by the JEP report to be addressed.

iii. UCU

UUK would be taking the analysis of the employer responses into discussions with UCU, and with the USS Trustee, over the coming weeks to seek a jointly agreed solution. UCU in Liverpool had sent the Director of HR an email on 14<sup>th</sup> November calling for a number of actions, including an apology to staff and students and refunds/compensation to be provided. The University had acknowledged the letter and noted the contents/request.

iv. Cost-sharing Consultation

Whilst consultation on the JEP was underway, the legal consultation with members of USS on the implementation of the cost-sharing of increased contributions (as a consequence of the 2017 valuation) closed on 2<sup>nd</sup> November.

Affected employees had been invited to answer four questions in relation to the proposals, with a fifth question asking for general comments.

The University of Liverpool responses were as follows:

Total Consultation Documents Circulated	Responses Received	Response Rate
4,766	186	3.9%

Of the responses received, over half were reproductions, or close variations, of an openly available response written by various UCU members and published on the USS Briefs website, [www.ussbriefs.com](http://www.ussbriefs.com). A large number of responses to each of the consultation questions stated or suggested that the USS 2017 valuation was fundamentally flawed. No responses were received from the three Trade Unions.

b. Summary of External Engagements

**REPORTED:**

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

4/5 September: UUK Annual Conference, Sheffield

10 September:	UUK Dinner with Edward Peck re: post-18 funding review
20/21 September:	Pontignano Conference British Council 'Bridging the Gaps'
24 September:	Labour Party Conference Liverpool
27 September:	Hosted British Heart Foundation/Liverpool Heart & Chest Hospital
28 September:	Cardiovascular Initiative Launch
1 October:	Conservative Party Conference Liverpool
3 October:	Headmasters' and Headmistresses' Conference, Manchester
5 October:	MIF Formal Opening and meeting with Sam Gyimah
9/10 October:	British Council/UUK delegation to Warsaw
17 October:	UK-wide implications of OfS, London
18/19 October:	UUK delegation to Vienna
23 October:	State Banquet for King and Queen of Netherlands
24 October:	Leverhulme Trust Lecture
25 October:	Russell Group Board and Discussion with John McDonnell MP, Shadow Chancellor
30 October:	UUK delegation to Brussels
8 November:	UUK delegation to Berlin
13 November:	British Council Board of Trustees
14 November:	All-Party Parliamentary University Group: Brexit and Higher Education
15 November:	Leadership Forum Away Day.

### **FOR ENDORSEMENT, APPROVAL OR NOTE**

#### **3.1 Prevent Annual Monitoring Report**

##### **RECEIVED:**

- i. An annual report summarising activities undertaken to ensure institutional compliance with the Prevent Duty.

##### **REPORTED:**

- ii. The Chair of the governing body was required to submit a statement confirming compliance with the Prevent Duty to the Office for Students (OfS) but was no longer required to submit the monitoring report.
- iii. The OfS had also introduced a set of data requirements for submission, including numbers of staff that had undertaken training in Prevent. There were no clear data definitions and different institutions were interpreting particular fields in a different way. In the case of training the University would need to consider further the appropriate position for proportion of staff to be trained, as further insight became available.
- iv. The University had continued to work closely with the Guild of Students and the City on Prevent matters. Through the CONTEST board the University contributes to

areas of the agenda relating to meeting its Prevent obligations. All local Universities were taking this approach and not participating in CONTEST agenda items relating to counter-terrorism. The University was still alert to identifying risks or concerns and reporting these as necessary.

- v. The University continued to follow its policy on external speakers, involving use of a robust risk assessment by the Guild, appropriate management of any issues at dialogue stage and escalation of any risks.

**AGREED:**

- vi. The annual Prevent Monitoring Report should be approved.
- vii. To provide assurance to the OfS that the University is meeting its obligations under the Prevent Duty.

### **3.2 Annual Accountability Return 2018**

**RECEIVED:**

- i. Various elements of the Annual Accountability Return (AAR) which the University is required to submit to the Office for Students (OfS) by 3<sup>rd</sup> December 2018 for use as part of the OfS's assessment of accountability for public funding and compliance with the terms and conditions of funding for higher education institutions.

**REPORTED:**

- ii. The return followed a similar format to previous years with a few exceptions, as follows:
  - There was no requirement to submit a Value for Money return or an annual sustainability return (ASSUR, previously optional).
  - The TRAC and TRAC(T) returns must be approved by an independent committee of the governing body prior to submission. This was a change from HEFCE's previous requirements. This approval would be sought from the Planning and Resources Committee.
  - The information required in respect of exempt charities had been reduced and the Accountable Officer as a trustee would sign a declaration on behalf of all trustees.
  - There had been changes to the Accounts Direction, including new requirements about remuneration.
- iii. New sections introduced for the financial statements and review of the year included a summary of progress against institutional key performance indicators and an overview of strategic risks rated as Medium in 2017/18, and additional VC and senior staff remuneration disclosures, including details beyond the requirements of the guidance.

iv. The University's financial results were strong, with reported total comprehensive income of £47.2m (8.6% of income) and an operating surplus of £26.2m (4.8% of income). The reduction in operating surplus was as expected and mainly due to large specific capital grants received in 2016/17 that had uplifted the prior year result. Operating cash inflow of £65.7m was strong at 12% of total income. The year on year increase of £19.6m was largely due to improved recovery of receivables. The underlying EBITDA showed a consistent picture, with a change to £13.3m from £12.7m in the prior year.

v. In relation to the external audit:

- The 2017/18 year end external audit had been very smooth, with no significant control issues being identified. There had been improvements in planning for the audit and early resolution of any technical issues.
- The external auditors reported that in their opinion the financial statements:
  - give a true and fair view of the state of the Group's and University's affairs as at 31<sup>st</sup> July 2018 and of the Group's and University's income and expenditure, gains and losses, changes in reserves and cash flows for the year then ended;
  - have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*, and with the 2015 Statement of Recommended Practice – Accounting for Further and Higher Education (FEHE SORP); and
  - meet the requirements of the Accounts Direction dated 19<sup>th</sup> June 2018 issued by the OfS.
- The external auditors reported that, in all material respects:
  - funds from whatever source administered by the Group and the University for specific purposes have been applied to those purposes during the year ended 31<sup>st</sup> July 2018;
  - the University has complied with the requirements of its Memorandum of Assurance and Accountability with the Higher Education Funding Council for England in the period from 1<sup>st</sup> August 2017 to 31<sup>st</sup> March 2018;
  - the University has complied with the OfS and Research England terms and conditions of funding in the period from 1<sup>st</sup> April 2018 to 31<sup>st</sup> July 2018.

vi. In relation to the Audit Committee's Annual Report, the overall opinion on the system of internal control, was that:

'On the basis of the work undertaken by the internal and external auditors and the action plans agreed by management, and following consideration of other matters



presented to the Committee by management, the Audit Committee has concluded that it is satisfied with the adequacy and effectiveness of the arrangements that the University has in place for:

- risk management, control and governance;
- economy, efficiency and effectiveness (value for money); and
- management and quality assurance of data submitted to the Higher Education Statistics Agency, the Student Loans Company, the OfS and other bodies, subject to the ongoing successful implementation of the measures that have been put in place to address issues relating to data quality and process issues in student statutory returns.'

- vii. An effectiveness review of Audit Committee had been undertaken during the year, and had positive findings about the work of the Committee.
- viii. The Committee had a greater focus on areas of risk and had also scrutinised some complex and difficult areas of process during the year. The findings of internal audit were therefore positive. The Committee continued to be pleased with work progress and internal audit follow-up of actions.
- ix. The area of most risk during the year had been the issues of student data quality previously reported and highlighted by OfS. The direction of travel for this was positive, although it was recognised that there were still more improvements to be implemented.

**AGREED:**

- x. The following documents should be approved and submitted to the OfS by 3<sup>rd</sup> December 2018:
- Audited Financial Statements 2017/18
  - External Audit Highlights Memorandum and Management Letter
  - Audit Committee Annual Report (including the Internal Audit Annual Report 2017/18)
  - Financial commentary on past performance and future prospects
  - Confirmation of the following in the AAR2018 statement signed by the Accountable Officer:
    - That funding for high cost subjects is in line with provision
    - That Teaching and Research Capital Investment Funding received in 2017/18 has been spent within the year for the purposes intended.
    - That Council has considered and approved an academic quality report, covering:
      - The continuous improvement of the student academic experience and student outcomes.
      - The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.
      - The standards of awards have been appropriately set and maintained.

- That the University's trustees have complied with their legal obligations in exercising control and management of the administration of the charity.
  - That the University has complied with the Concordat to Support Research Integrity in the last academic year of 2017/18, subject to confirmation by the Chair of Research Governance Committee.
- xi. The following additional elements of the AAR2018 should be prepared and approved as follows:
- HESES return, for approval by the Accountable Officer on 10<sup>th</sup> December 2018, using the statutory returns process.
  - TRAC return, for approval by Planning and Resources Committee at its meeting on 15<sup>th</sup> January 2019 and submission on 31<sup>st</sup> January 2019.
  - TRAC(T) return, for approval by Planning and Resources Committee and submission by 28<sup>th</sup> February 2019.

### 3.3 Statutory Gender Pay Gap Data 2018

[Mrs Carol Costello, Director of Human Resources, attended for this item.]

#### RECEIVED:

- i. The Statutory Gender Pay Gap Report for the University of Liverpool for the snapshot date March 2018.

#### REPORTED:

- ii. Individuals' hourly rates had been compared and only staff receiving 100% of their pay entitlement in that month without any deductions (e.g. for sick pay) had been included. This had included 7198 staff (up from 6817 in 2017), of whom 4015 (55.8%) were female and 3182 (44.2%) were male. Bonus pay had also been calculated.
- iii. The key results were as follows:
- Median Pay Gap: 19% (no change)
  - Mean Pay Gap: 23.1% (down 1.5%)
  - Median Bonus Pay Gap: 87.6% (down 2.2%)
  - Mean Bonus Pay Gap: 76.4% (up 0.2%)
  - There was an increase in the proportion of female staff in the Upper Middle and Upper Population Quartiles
  - There was an increase in the proportion of male staff on the Lower Quartile.

The mean and median pay gaps of the University were above the national average.

- iv. The report also included the Disability, Ethnicity and Sexuality Pay Gaps, as follows:
- Disability Pay Gap: Median: 11.10% / Mean: 11.61%

- BAME Pay Gap: Median: -13.2% / Mean: -15.5%
  - People of Colour Pay Gap: Median -6.03 / Mean: -3.23
  - LGB Pay Gap: Median: 0% / Mean: -0.20%.
- v. Work was ongoing to implement the Equal Pay Action Plan including ongoing consultations with the Trade Unions. The results of the audit would inform the activities to implement the Athena SWAN and the Equality Action Plans and the paper would be presented to the respective committees.
- vi. The fact that the University did not outsource its cleaning service and that the bonus pay gap included the Clinical Excellence Awards administered by the NHS but allocated through the University's payroll had a significant impact on the gender pay gap.
- vii. The results of the gender pay gap would be published publicly on the University's website and submitted to a Government Portal in line with statutory requirements.

**NOTED:**

- viii. The gender pay gap data and report were based on externally defined criteria, including the requirement to include data on Clinical Excellence Awards. It would be valuable to emphasise other views of gender pay for internal audiences, including the equality in pay between individuals employed on the same point on defined payscales.
- ix. There had been significant progress in growing the number of female Professors but these were currently skewed towards the lower Professorial bandings. Closing the pay gap would take a long-term and targeted approach, similar to that utilised in other organisations.

**AGREED:**

- x. The Statutory Gender Pay Gap Report for the snapshot dated March 2018 and the additional analysis provided should be approved.

**3.4 Strategic Risk**

**RECEIVED:**

- i. A revised Risk Framework and Strategic Risk Register and Key Risk Indicator Templates and Guidance.
- ii. A draft list of strategic risks proposed for further development, following a joint workshop of the Senior Executive Group and Council.

**REPORTED:**

- iii. The Risk Framework had been modified to combine strategic risks with risk appetite assessments in one template, to introduce key risk indicators to aid with the assessment of current and future risk, and to simplify the approach.
- iv. The aim was to manage a smaller number of risks and to use the framework as part of institutional management processes.
- v. The next step in the process was to work with risk owners to define key risk indicators and complete the strategic risk register, for approval at the next meeting of Council in February.

**AGREED:**

- vi. To approve the twelve proposed strategic risks for further development with risk owners, with the following additional actions:
  - To add an additional and separate external risk for Pensions.
  - To ensure development of key risk indicators includes leading measures in addition to lagging measures.
  - To work with the Guild of Students and Director of Student Experience and Enhancement on appropriate measures for student wellbeing.
  - To aim for a period of stability with respect to risk management processes.

### **3.5 Liverpool University Press Annual Report**

**RECEIVED:**

- i. An overview of the activities of Liverpool University Press from 1/8/17 to 31/7/18.

**REPORTED:**

- ii. Turnover was £1.8m, with a profit of £42k, showing growth compared to 2016/17 and compared to the plan.
- iii. The report also confirmed the membership of the Press's Board of Directors, Editorial Advisory Board and staff.

**NOTED:**

- iv. A successful year's activities by the Liverpool University Press.

### **3.6 Office for Students Assurance Review**

**RECEIVED:**

- i. The final report from the OfS Assurance Review following the visit in July 2018, and the institutional response to the report.

**NOTED:**

- ii. The OfS was able to provide reliance on the accountability information provided by the University for the purposes of satisfying the regulatory requirements under the 'carried forward' powers in place during the transition period from 1<sup>st</sup> April 2018 to 31<sup>st</sup> July 2019 as set out in Regulatory Notice 2 (OfS 2008.12).
- iii. The report highlighted the concerns about the adequacy and effectiveness of the University's arrangements for the management and quality assurance of data, raised in the annual assessment of institutional risk, but noted the work to address data quality, being monitored by the Audit Committee.

**PLANNING AND RESOURCES COMMITTEE**

**4.1 Report of the Meeting of the Planning and Resources Committee held 9<sup>th</sup> November 2018**

**RECEIVED and NOTED:**

- i. A report of the meeting of the Planning and Resources Committee held 9<sup>th</sup> November 2018, covering the following items:
  - Annual Accountability Return 2018 (dealt with under item 4.2 on the Council agenda)
  - Terms of Reference, Constitution and Membership of the Planning and Resources Committee
  - 2017/18 Q4 Performance Report
  - 2017/18 Year End Report
  - Statutory Gender Pay Gap Report 2018 (dealt with under item 4.1 on the Council agenda)
  - Transfer of Balances from the Endowment Reserve
  - PPC Review and Process for 2018/19
  - Summary of Recruitment Entry 2018
  - PCI DSS and Contract Management Policies
  - Project LIVE Recruitment Programme – Cost Projections
  - Library Project: Increased Study Capacity

a. Terms of Reference, Constitution and Membership of the Planning and Resources Committee 2018/19

**REPORTED:**

- i. Amendments had been made to remove risk to avoid unnecessary duplication with the Audit Committee's remit, to reflect the change of Chair from the Vice-Chancellor to the President of Council, and to remove reference to the lay officer role.

**AGREED:**

- ii. The revised terms of reference, constitution and membership of the Planning and Resources Committee 2018/19 should be approved
- b. 2017/18 Quarter 4 Performance Report

**AGREED:**

- i. The 2017/18 Quarter 4 Performance Report and associated actions should be approved.
- c. 2017/18 Year-end Finance report

**AGREED:**

- i. The 2017/18 Year-end report should be approved.
- d. Transfer of Balances from the Endowment Reserve

**AGREED:**

- i. That the action taken to reclassify endowments following the review undertaken since the 2016/17 Management Letter, should be endorsed. This had included the classification of 23 additional endowments since the last meeting, which had resulted in £9.6m being made available for future expenditure, in line with the terms of the endowment.
- e. Planning and Performance Cycle Review and Process for 2018/19

**NOTED:**

- i. Recommendations relating to planning parameters, the PPC timetable, quarterly reporting and target setting, risk management, the focus of the 2018/19 Strategic Planning and Performance Meetings, research income planning and review of the Planning Tool had been approved.
- f. Summary of Recruitment for Entry 2018

**NOTED:**

- i. Student recruitment for entry in 2018 had been successful in spite of a challenging external environment. This included 150 fewer Undergraduate and Postgraduate taught degree level students based at UK campuses, compared to the plan approved by Council. However, this masked a more complex position with some positive signs of growth especially in international recruitment.

- ii. The reduction was predominantly driven by a decrease in the Home/EU undergraduate cohort, particularly in Engineering (-53); Mathematics (-39); Chemistry (-34); English (-28) and Philosophy (-28). This was compensated by over-recruitment in Sociology (+48), Law (+42), Computer Science (+27) and Communication and Media (+18).
- iii. Within Postgraduate taught recruitment, there was an actual recruitment position of 1412 Overseas students against a target of 1310, the excess relating to positive overseas recruitment. London had also recruited 8 additional Overseas students against target. Home and EU Postgraduate taught recruitment was down 79 students with 734 actual against 813 target.
- iv. A phased and long-term student number strategy was required to deliver the shift in student population, and ensure a planned approach to the future period when demand from the Home market was expected to expand rapidly. The preparatory work was underway to develop the strategy and subsequently embed these ambitions in our five-year plan.

g. Payment Card Industry Data Security Standard (PCI DSS) and Contract Management Policies

**NOTED:**

- i. The policies associated with the mandatory Payment Card Industry Security Standard requirements and Contract Management Policies had been approved by Planning and Resources Committee. These included:
  - PCI DSS Finance Policy
  - PCI DSS Incident Response Plan
  - PCI DSS IT Security Policy
  - Contract Management Policy.

h. Project LIVE Programme – Cost Projections

**NOTED:**

- i. Additional expenditure associated with Project LIVE of £1.1m in 2018/19 and £1.6m annually thereafter had been approved as a variation to plan. This recognised the strategic relevance of Medicine to the University's performance and the purpose of the planned investment to facilitate a significant improvement in student experience.

i. Library Project: Increased Study Capacity

**NOTED:**

- i. A mandate and business case for £3.14m capital spend to create 250 additional study spaces in the Harold Cohen Library had been approved.

## **SENATE**

### **5.1 Report of the Meeting of the Senate held 31<sup>st</sup> October 2018**

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

- i. A report of the meeting held 31<sup>st</sup> October 2018.

#### **REPORTED:**

- ii. Senate had recommended that the Department of Psychological Sciences should be moved from the Institute of Psychology, Health and Society to the Institute of Life and Human Sciences. In order to implement this change from 1<sup>st</sup> November 2018, the President of Council had approved this recommendation via Chair's action.
- iii. Senate had received a written Annual Quality report and a presentation on the key purpose and findings of the report.
- iv. Senate had discussed the Gender Pay Gap report, also considered by Council, and proposals to consider a Green Paper on equality and diversity in January 2019, followed by a White Paper to Senate in March 2019. The final White Paper would include a set of resolutions and actions that the University could take forward over the next 3-5 years, including how the University should respond to anti-Semitism.
- v. Senate had received a presentation on the proposals to modify the approach to strategic risk, emphasising the importance of ownership of risk at all levels of the organisation.

#### **AGREED:**

- vi. The report on outputs of quality assurance processes and the continuing quality and standards of provision across the University and its collaborative partners should be approved. This had also been considered as part of the AAR item.

## **OTHER COMMITTEES OF COUNCIL**

### **6.1 Audit Committee**

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

- i. The report of the meetings of Audit Committee held 8<sup>th</sup> October and 7<sup>th</sup> November 2018.

#### **REPORTED:**

- ii. The terms of reference, constitution and membership of the Committee had been updated to reflect changes in the sector and the University.



- iii. The Committee received the Annual Report on Value for Money (VFM), providing a clear overview of the effectiveness of the University's investments as well as efficiencies in operational activity. It was intended that sections of the report would be published more widely, following a mapping of relevant content to different audiences.
- iv. The Committee received several reports and noted the work undertaken with internal auditors, including the risk rating, the recommendations made and the resultant action being taken in relation to the following: Payroll; Continuous Auditing – Period 3; Research Misconduct Process; Risk Management; Health and Safety; and Follow Up. It was satisfied with the action being taken to implement the recommendations arising from the audits.
- v. As required by best practice and its terms of reference, the Committee held a private meeting with the internal auditors on 8<sup>th</sup> October 2018 and a private meeting with the external auditors on 7<sup>th</sup> November 2018. The auditors also withdrew from the November meeting in order to allow the members and senior management to consider the performance of both sets of auditors. No issues emerged from these meetings which the Committee considers should be brought to the attention of Council.

**AGREED:**

- vi. The terms of reference, constitution and membership of the Audit Committee 2018/19 should be approved.

## **6.2 Remuneration Committee**

**RECEIVED and NOTED:**

- i. An Annual Report of the Committee's activity, discussed at a meeting held on 4<sup>th</sup> July, and a report of the meeting held 12<sup>th</sup> November 2018.

**REPORTED:**

- ii. The Committee had considered an annual report covering activity up to the end of 2017/18, as part of its activity to implement the Committee of University Chairs Higher Education Senior Staff Remuneration Code.
- iii. At the November meeting, the Committee had considered:
  - Recommendations under the 2018 Senior Management Team Salary Review
  - The Outcomes of the 2018 Non-clinical Professorial and equivalent Professional Services Staff Salary Review
  - The Market Supplement Policy
  - A report on senior staff matters
  - A report on Vice-Chancellor expenses for 2017/18.

## **AGREED:**

- iv. The report was a helpful summary of the policies and practices on remuneration of senior staff in the institution.
- v. The report had highlighted the need to review arrangements for bonus pay, to ensure consistency across the institution. This matter should be reported back to Council later in the current session.
- vi. The report should include a section on attendance by members at each meeting, in line with other annual reports considered by Council.
- vii. A review of the practice of other institutions in having a student member on the Remuneration Committee should be undertaken.

## **6.3 Health and Safety Governance Committee**

### **RECEIVED and NOTED:**

- i. A report of the meeting held 24<sup>th</sup> October 2018.

### **REPORTED:**

- ii. The Committee had considered minor revisions to its terms of reference, constitution and membership 2018/19.
- iii. A number of Policies and Codes of Practice had been updated and were being recommended for approval.
- iv. The Committee had considered a Strategy Implementation Update Report including the latest updates on the Key Performance Indicators for Health and Safety information).
- v. A proposal had been approved to establish a Health and Safety Management Profile (HASMAPP) Implementation Group, which would consolidate the responsibilities of three Strategic Theme Working Groups. This Group would oversee the University's compliance with HASMAP through the development and implementation of an action plan. It would also oversee the development of an informal health and safety community.

### **AGREED:**

- vi. The following Policies and Codes of Practice should be approved
  - The Code of Practice on Smoking
  - The Policy and Code of Practice on Manual Handling
  - The Code of Practice on Working with Animals

- The Code of Practice on Minibuses
  - The Policy on Personal Radiation Dose Badges for Health Sciences Students on Placements
  - The Policy on Leakage Testing of Microwave Ovens
  - Business Continuity Policy, Business Impact Assessment and Business Continuity Plan Templates.
- vii. Given the responsibilities and accountabilities of Council members with respect to Health and Safety matters, it was crucial that Council should receive a detailed report on performance, particularly given the position with respect to training metrics. This would be provided by the Annual Report, to be considered at the next meeting of Council.

#### **6.4 Nominations Committee**

##### **RECEIVED:**

- i. A report of the meeting of the Nominations Committee held 12<sup>th</sup> November 2018.

##### **REPORTED:**

- ii. It was proposed that the Committee's terms of reference, constitution and membership should be revised to reflect the recent changes to Council's constitution and to provide flexibility for an alternative Chair to be appointed when nominations for the post of President are being considered. A change to allow the Senate representative on Council serving on the Committee to be one of the appointed or *elected* members had been approved previously via Chair's action.
- iii. Following the recruitment exercises run during 2017/18, a number of recommendations for appointment to the Council had been made.

##### **NOTED:**

- iv. The Vice-President had indicated his intention not to stand for the position of President of Council following the completion of the term of the current President. The role of Vice-President provided useful experience for individuals hoping to act as President in the future. To provide this opportunity to others, the Vice-President had decided not to continue in the role from the end of the current session of 2018/19.

##### **AGREED:**

- v. The revised terms of reference, constitution and membership should be approved.
- vi. The following new appointments to the Council should be approved.
- Mr Norman Molyneux as a lay member from 21<sup>st</sup> November 2018 to 31<sup>st</sup> July 2021.

- Mrs Cilla Ankrah-Lucas as a lay member from 1<sup>st</sup> August 2019 to 31<sup>st</sup> July 2022.
- Professor Julia Balogun as a Senate representative from 21<sup>st</sup> November 2018 to 31<sup>st</sup> July 2021.
- Mr Kieran O’Sullivan as a Professional Services representative from 21<sup>st</sup> November 2018 to 31<sup>st</sup> July 2021.

Formally, the appointment of Mr Molyneux and Mr O’Sullivan would be subject to the Privy Council approving Council’s revised constitution.

- vii. An additional, targeted recruitment exercise should be undertaken to seek an individual with expertise of the secondary education sector.
- viii. The appointments of the following lay members of Council to Committees should be approved:
  - Mr Norman Molyneux to the Enterprise Board and Planning and Resources Committee, 21.11.18-31.7.21
  - Mrs Helen Miller to the Joint Committee on Honorary Degrees and Planning and Resources Committee, 21.11.18-31.7.21
- ix. The appointment of Mr Simon Walker as a University Nominated Director on the Board of University of Liverpool Pension Fund Trustees Ltd should be approved.
- x. An appointment process should be carried out for the role of Vice-President of Council, to be filled from 1<sup>st</sup> August 2019.

## **STRATEGIC COMMITTEES**

### **7.1 Education Committee**

#### **RECEIVED:**

- i. A report of the meeting of the Education Committee held 10<sup>th</sup> October 2018.

#### **REPORTED:**

- ii. The Committee had discussed minor changes to its terms and reference, constitution and membership for 2018/19.
- iii. It had also discussed and agreed the following items:
  - Progress made against the Education Action Plan, including an update on the Centre for Innovation in Education and the Curriculum 2021 implementation plan, and a revised Timetabling Policy.
  - Institutional National Student Survey results for 2018, supplemented by analyses of results and action plans by the Library and Computing Services Department.

- The 2017/18 Quarter 4 performance report, a report on degree classifications, and a verbal report on intentions to set planning parameters for student numbers.
- Minor revisions to the Policy on Lecture Capture, and a report on exemptions by Faculty.
- A proposal to merge the responsibilities and functions of the Faculty of Humanities and Social Sciences Academic Quality Standards Committee into the Faculty Education Committee terms of reference, and rename the Committee 'Faculty Education, Enhancement and Assurance Committee'.

**AGREED:**

- iv. The revised terms of reference, constitution and membership of the Education Committee for 2018/19 should be approved.

**7.2 Research and Impact Committee**

**RECEIVED:**

- i. A report of the meeting of the Research and Impact Committee held 11<sup>th</sup> October 2018.

**REPORTED:**

- ii. The Committee had discussed changes to the terms of reference, constitution and membership for 2018/19, including the addition of a post-doctoral researcher and a postgraduate research student in the membership.
- iii. It had also discussed the Cradle to Chair project, which aimed to effect a step change in the quality of the research environment across the University. This included a proposed pilot for a buddying scheme, which would see undergraduates working with PGR students and Post Docs who would provide mentoring to the undergraduate. It was also planned to submit a proposal to the Research England Development (RED) Fund in February 2019.
- iv. A proposed configuration for Units of Assessment for REF2021 had been discussed. This included consideration of reading programme data up to the end of 2017, and would be reviewed as additional data became available. The agreed configuration involved preparation of submissions to 24 of the available 34 Units of Assessment. A mock REF exercise would be carried out, to be completed by November 2019.

**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 held on 5<sup>th</sup> February 2019 in the Careers Studio.

## **OTHER MATTERS**

## **9. Sensor City**

### **RECEIVED:**

- i. A verbal summary of a request to provide a letter of support for Sensor City, the partnership initiative jointly led with Liverpool John Moores University.

### **NOTED:**

- ii. *Minute redacted due to commercial interest*

### **AGREED:**

- iii. That the request to provide a signed letter providing financial support for Sensor City for 2018/19 should be approved.
- iv. That a summary of Sensor City progress should be provided to a future meeting of Council.

## **10. Thanks**

### **NOTED:**

- i. Dame Lorna Muirhead had resigned her role during the summer.

### **AGREED:**

- ii. A letter should be sent to Dame Lorna thanking her for her contribution to the Council and its Committees over the past seven years, and wishing her well for the future.