

**MINUTES OF THE UNIVERSITY OF LIVERPOOL COUNCIL**

**MEETING HELD VIRTUALLY VIA ZOOM ON 10 FEBRUARY 2022**

<b>Present:</b>	Dr Paul Johnson, Vice-President (in the Chair); Professor Dame Janet Beer, Vice-Chancellor; Professor Gavin Brown, Pro-Vice-Chancellor for Education; Professor Anthony Hollander, Pro-Vice-Chancellor for Research and Impact; Dr Carol Costello, Director of People and Services; Bertie Woodcock, President of the Liverpool Guild of Students; Cilla Ankrah-Lucas; Fiona Cullen; Dr Kashmir Gill; Helen Miller; Norman Molyneux; Dr Roger Platt; Hans van Mourik Broekman; Dr Diana Walford; Professor Hazel Scott (from 4pm); Professor Thomas Teubner; and Kieran O'Sullivan.
<b>Apologies:</b>	Carmel Booth, President of Council; Ed Fishwick; Vanessa Griffiths; and Professor Julia Balogun.
<b>In Attendance:</b>	Nicola Davies, Director of Finance; Kevan Ryan, University Secretary and Director of Legal and Governance/Clerk to Council; and Emma Leonard, Governance Manager, Secretary to Council.

**UNRESERVED BUSINESS**

**COMMITTEE AND MEMBERSHIP MATTERS**

**1. Student Engagement**

Council was joined by Praleena Mohan, an international Masters student in Investigative and Forensic Psychology, who talked to members about her experiences as a student at the University, in particular focussing on cultural differences, research-led teaching, the supportive environment at the University and in the city, and careers advice.

**2. Disclosures of Interest**

Members were asked to disclose any interest that could give rise to conflict in relation to any item on the agenda. Disclosures are noted under the relevant minute headings below.

**3. Minutes of Previous Meeting**

**3.1 Unreserved Minutes of the Meeting Held on 25 November 2021**

**AGREED:**

- i. The unreserved minutes of the meeting held on 25 November 2021 should be approved as an accurate record.

**4. Report on Action Taken by the President on Behalf of Council**

**RECEIVED:**

- i. A report on action taken by the President on Council's behalf since the last business meeting.

**REPORTED:**

- ii. The President had taken Chair's action as follows:

Appointment of a Member of the Enterprise Board (approved 13 December 2021)

To approve the appointment of Dr Mark Wyatt as a member of the Enterprise Board for the period from 14 December 2021 to 31 July 2024.

Revised MBChB Programme Ordinance (approved 14 December 2021)

To approve a recommendation made via Chair's action on behalf of the Senate to approve changes to Ordinance 43 for the MBChB programme, to reflect changes to the programme that have already been approved and are in place.

Modern Slavery and Human Trafficking Statement for the Financial Year Ending 31 July 2021 (approved 25 January 2022)

To approve the revised Modern Slavery Statement for publication prior to the 31 January 2022 deadline.

**AGREED:**

- iii. The action taken by the President on Council's behalf as outlined in 4ii above should be endorsed.

**5. President's Communications: Vice-Chancellor Recruitment Process and Timescale**

**RECEIVED:**

- i. A paper outlining the proposed process and timescale to be used to recruit the next Vice-Chancellor, following the announcement that Professor Dame Janet Beer would retire from her position as the Vice-Chancellor of the University in December 2022. An oral update was also provided on the latest position.

**REPORTED:**

- ii. Paragraph 4.1 of the Ordinances stated that 'the Vice-Chancellor shall be appointed by the Council after consideration of a report of a Joint Committee of which the President of Council shall be a member ex officio and Chair and of which the other members shall be nominated in equal numbers by the Council and the Senate'. There were no other regulations or requirements regarding the size or composition of the Joint Committee, or how its members were to be selected.
- iii. It was important that the Joint Committee had a broad-based membership able to bring a range of backgrounds and appropriate experience relevant to the task. It was essential that the panel was of a manageable and effective size and that its members were able to commit the necessary time to all stages of the process. As stated above, Council appointed the Vice-Chancellor, but the recruitment process and arrangements for its delivery were the responsibility of the President of Council as the ex officio Chair of the panel. On advice of internal and external recruitment advisers, a panel size of eight was considered to be the optimum size for the panel. In order to achieve a panel of members with diverse

experience and background, each EPVC, as ex officio members of Senate, had been asked by the Chair to nominate a Senate representative from their Faculty. Given that the EPVCs were members of Senate who were frequently involved in the selection process for Senate representatives on various other University committees, including promotion committees, it was considered reasonable and appropriate to ask them to do this. This process was not dis-similar to the previous Vice-Chancellor recruitment exercise at the University. The same principles had been applied to the nomination of Council members who had been selected based on their experience by the President. In respect of the student representative on the panel, it was considered appropriate to appoint the President of the Liverpool Guild of Students as he was currently a member of both Council and Senate. As such, the Joint Committee had been constituted as follows:

The President of Council (Chair)	Carmel Booth
Three Lay Members of the Council	Helen Miller Norman Molyneux Hans van Mourik Broekman
Three Representatives of the Senate	Dr Ataa Alsalloum Professor Matthew Baylis Professor Laura Harkness-Brennan
The President of the Liverpool Guild of Students	Bertie Woodcock

- iv. The University was making use of search consultants to support the recruitment process. An analysis of recent senior executive appointments in UK HE had been undertaken and the President of Council, University Secretary and Director of Legal and Governance, Director of People and Services and Director of Human Resources had met with several search consultants on 16 December 2021. Following this session, Perrett Laver, who had extensive experience in Vice-Chancellor recruitment, had been appointed and their appointment had been endorsed by the Joint Committee at its meeting held on 11 January 2022.
- v. The Joint Committee would include input from an external adviser. Subject to dates being agreed, Professor Anton Muscatelli, Vice-Chancellor of the University of Glasgow, would act as the external adviser. He would be engaged with the panel in the longlisting and shortlisting processes but would not be part of the decision-making process.
- vi. Perrett Laver had been conducting an extensive engagement exercise, gathering the views of a range of internal and external stakeholders on what the University should be looking for in a future Vice-Chancellor and on the main challenges and opportunities to be faced in the coming years. This had involved open forum sessions, individual meetings and the use of an online feedback mechanism, and had included engagement with students, Council, Senate, Professional Services leads, Senior Leadership Team, trades unions, XJTLU, alumni from the UK and overseas, and local partner organisations including the city council, combined authority, local enterprise partnership and NHS. The feedback to date had been really insightful, highlighting a shared passion for the University and ambition for the future, and a diverse range of views as to what would be most important for the new Vice-Chancellor to focus on. The feedback highlighted: the University's civic role as a distinctive and much valued feature; an emphasis on building on its teaching strengths in a way that reflects the changing external environment;

and great recognition of the importance of being a research-led institution with an emphasis on continuing to improve performance in this area. Feedback also highlighted challenges around league table performance and position in the Russell Group – although not everyone agreed this was important – along with the importance of getting the digital and physical infrastructure fit for the future. In terms of the type of person people thought the University should be looking for, there was a strong emphasis on alignment with the values of the University, and a real understanding of challenges around equality, diversity and inclusion. People articulated the need for inspirational leadership skills and there was a lot of feedback around engagement, whether the importance of this within the staff community or the Vice-Chancellor’s role nationally and internationally.

- vii. At its meeting held on 26 January 2022, Senate members had endorsed the process (including selection of the panel and the proposed engagement plan) outlined in the paper and the three nominated Senate members on the panel. Concerns had been raised by some members that they believed Senate should have been notified and involved at an earlier stage and allowed to play a part in the nomination of the Senate representatives on the panel. Members were assured that these views would be considered during future Vice-Chancellor selection processes. Some elected Senate members requested that they be given the opportunity, as part of the final recruitment process, to meet shortlisted candidates and provide feedback to the panel. They had been informed that the panel would be guided by Perrett Laver on the appropriate interview and selection process. Senate also agreed that it would be beneficial for shortlisted candidates to interact with students.
- viii. The advertising campaign for the role would begin in the week commencing 21 February 2022 and, alongside this, Perrett Laver would be conducting a search. It was anticipated that in April 2022 the recruitment consultants would, with the Joint Committee, identify a longlist of possible candidates. During May/June 2022 the identified candidates would be interviewed and given the opportunity to engage with selected stakeholders, participate in campus/city tours etc. Details regarding the final process would be shared widely through University communication channels. The Joint Committee would aim to present its formal recommendation to Council by June 2022, with an announcement to be made following approval by Council. A start date for the successful candidate would be agreed at an appropriate point thereafter.
- ix. A detailed communications plan was in place and updates on the recruitment process would be provided to all stakeholders as appropriate.

**NOTED:**

- x. The selection methodologies to be used to shortlist and then ultimately choose the next Vice-Chancellor would be discussed between Perrett Laver and the Joint Committee.

**AGREED:**

- xi. The process and the three Council representatives on the Joint Committee should be endorsed.

## 6. Clerk to Council's Communications

### RECEIVED:

- i. An oral report from the Clerk to Council, providing an update on the implementation of the Governance Review Action Plan.

### REPORTED:

- ii. The review group had undertaken a detailed review of progress being made against the action plan on 26 January 2022. Good progress was being made, although there was slight slippage in some areas.
- iii. Following approval of the November Council minutes, a submission would be made to the Privy Council to formally approve the various revisions to the Charter and Statutes.
- iv. Council's engagement with the student voice had been strengthened through attendance by different types of student to talk to Council about their experiences.
- v. Plans had been made to improve Council's understanding of academic quality and standards.
- vi. The Senate effectiveness review had been postponed until the new Vice-Chancellor was in post.
- vii. The Governance Team was working with colleagues in External Relations on raising the profile of Council and developing a stakeholder engagement plan.
- viii. Council had now agreed the priority risks (financial sustainability, research, student recruitment and satisfaction and wellbeing, and cyber security) and would undertake regular deep dives in these areas.
- ix. Bespoke EDI and IT security training was being arranged for Council members.

## 7. Vice-Chancellor's Communications

### 7.1 Summary of External Engagements

#### REPORTED:

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

3 December	UUK Members Meeting
9 December	AHRC Council
15 December	LCC Education Board
11 January	Eliot Forster LHP
	Tony Reeves LCC
13 January	GSCU Leadership Advisory Board
17 January	UCEA/VCS
18 January	Knowledge Quarter Board

19 January	Russell Group Board
20 January	LCC Strategic Partnerships
21 January	UUK International REF
26 January	XJTLU Board of Directors
27 January	Sciointec Board
	China Embassy – UK Education Online Chinese New Year Events
	EUA Conference: European Strategy for Universities and System-Level Reforms
28 January	EUA Council/UUK Board.

**NOTED:**

- ii. It would be beneficial to arrange a presentation for Council from the Chief Executive at Universities and Colleges Employers Association, Raj Jethwa.

**ITEMS FOR APPROVAL/ENDORSEMENT/DISCUSSION/NOTE**

**8. Liverpool Guild of Students**

8.1 President's Update

**RECEIVED:**

- i. An oral update from the President of the Liverpool Guild of Students

**REPORTED:**

- ii. It was good to see campus busy with more response to campus activities, increased footfall in the Guild, and society engagement high.

8.2 Guild Financial Statements for the Year Ended 31 July 2021

**RECEIVED and NOTED:**

- i. The Liverpool Guild of Students Report and Financial Statements for the Year Ended 31 July 2021.

**9. Quarter 1 and Financial Forecast 1 Report**

[The Interim Director of Strategic Planning, Phil Hopwood, and Deputy Director of Finance, Paul Fallon, attended for this item.]

**RECEIVED:**

- i. A report providing details of performance during Quarter 1 (Q1) against relevant KPIs and the 2021/22 Financial Forecast 1 (FC1) Report, together with appendices including the latest environment scan, a Student Success Framework overview, an overview of KPIs and risks, and a league tables measures summary.

## REPORTED:

### *Q1 Performance Report*

- ii. As agreed through Quarter 4 reporting, the measure relating to Global Standing was now reflective of University performance in the QS World University rankings, where this was previously utilising data from the Times Higher league table. In order to better understand the intricacies of the league table and support endeavours in improving performance in this area, a bespoke workshop delivered by the QS Client Relationship Team had been held in the first week of December 2021, focussing on specific data optimisation, peer analysis, knowledge and advice. Following the workshop, the University was now developing a number of short and longer term actions to improve its ranking, which would be submitted to the Senior Leadership Team in due course for consideration.
- iii. In the absence of a definitive, single measure of the effectiveness of the University's brand and reputation, a series of KPIs was being established from which an overall measure of progress could be taken. The proposed KPIs were as follows: net promoter score (NPS), share of search, message awareness, social media reach, and audience reach – earned coverage. The metrics outlined amounted to 11 individual KPIs, six of which were NPS measures. It was therefore proposed that NPS should be the dominant, but not only, measure of brand and reputation. It was proposed that target annual performance should be to achieve or exceed target in at least 8 of the 11 metrics. The academic and employer reputation surveys conducted by the QS would also be included to complement these measures.
- iv. The data received from the new Graduate Outcomes survey remained preliminary and still no confirmed metrics or performance indicators had been issued to the University by HESA. Thus, performance in this metric was reported using the measures adopted by league tables. In addition to the lack of defined measures, data was still experimental and subject to change as more work was undertaken by the survey compilers. Although significant progress had been made in the University's approach to employability, it was clear from HESA's Graduate Outcomes survey that in some disciplines the University's students faced challenges in the job market.
- v. In relation to student mobility, a small task and finish group was being established in which data gaps were identified, and system and student engagement requirements to accurately capture this information were understood and developed, with a view to further reporting at Quarter 2.
- vi. In relation to the Research Intensity metric, CREATE had been established to review and address research income.

### *Forecast 1*

- vii. The FC1 paper set out the likely year end position for 2021/22.

*Paragraphs viii – xvii redacted due to commercial interest.*

**AGREED:**

- xviii. The Quarter 1 and Forecast 1 Performance Report should be approved.
- xix. The proposed approach to the Brand and Reputation metric should be approved.

**10. Priority Risks: Deep Dive on Cyber Security**

[The Director of IT Services, Dan Lawrence, and the Interim Director of Strategic Planning, Phil Hopwood, attended for this item.]

**RECEIVED:**

- i. A presentation from the Director of IT Services covering: the cyber security threat; the impact on HE; the impact on the University; and the University's approach to mitigation.

**REPORTED:**

- ii. Cyber attacks were ever increasing in profile and impact. Digital transformation and the increased reliance on technology and access to it had opened up opportunities for cyber crime. According to the National Cyber Security Centre, four in 10 businesses and a quarter of charities reported having cyber security breaches or attacks in the last 12 months. It was not a case of if an organisation would be attacked, but when.
- iii. Threat was ever changing and the University constantly had to review its approach and respond quickly to new attacks, vulnerabilities and the lack of technical knowledge of people looking after equipment outside of IT. The threat was significant and security notifications from JISC, National Cyber Security Centre, FBI and other security agencies were now becoming the norm.
- iv. Several UK HE institutions had been affected in recent times, a number of the attacks being severe and resulting in widespread IT systems being offline, systems being taken down as a precaution and even campus closure for several days.
- v. The University's approach to mitigation included:
  - Key strategic partnership with Cisco (recognised global leader in security provision) – multiple tools implemented
  - Increased monitoring/alerting and interception of network traffic and connections
  - Increased size of the security team
  - Proactive scanning of University networks fortnightly to identify new vulnerabilities appearing
  - New enhanced firewalls and VPN implemented
  - Server and infrastructure registration process now in place
  - External agencies validating University approach, configurations and security posture
  - Secure network analytic platform – using network telemetry data to detect attacks and anomalous behaviour within the University network

- Certification achieved for DSPT, PCI-DSS, Cyber Essentials.

**NOTED:**

- vi. Raising awareness and training for staff and students, engagement with partners, addressing legacy systems, and controlling procurement were all vital in reducing the University's vulnerability in this area.

**11. Project RISE: Green Paper**

[The Director of Research, Partnerships and Innovation, Sarah Jackson, and Associate Pro-Vice-Chancellor for Research and Impact for the Faculty of Humanities and Social Sciences, Professor Georgina Endfield, attended for this item.]

**RECEIVED:**

- i. A paper regarding Phase 2 of Project RISE (Research in an Inclusive and Sustainable Environment).

**REPORTED:**

- ii. RISE Phase 2, building on the findings of the first phase, had been an institutional wide conversation involving almost 600 colleagues between September and November 2021, focused on two key questions:
  - What do we want to measure and incentivise as part of our research environment?
  - How should we do this, with specific focus on team-based research?
- iii. The recommendations to help maximise the potential of the University's research community were based on extensive conversations across Faculties and at institutional level, for example with the staff networks of colleagues with protected characteristics. The four key findings could be summarised as support for:
  - A wider set of activities to be assessed and measured alongside more traditional measures
  - Greater incentives and support for teamwork to enable more diversity, excellence and sustainability of research teams
  - Use of narrative statements to provide a more rounded assessment of contributions and to support team research
  - Continuation and reform of the Reading Programme focused on improvement of research output quality, based on strengths and weaknesses identified by RISE participants.
- iv. The recommendations aligned with national ongoing changes in the research environment being led by UKRI and were as follows:
  - The University should adopt a new, rounded approach to research and impact assessment with colleagues delivering on:
    - a. Knowledge generation (including team research)
    - b. Supporting people (including EDI)

*and at least one of:*

- c. Knowledge Exchange (including impact case development)
  - d. Research environment.
- On teamworking, the University should develop a 'convenor led research' model, alongside traditional PI-led research, with a diversity of distributed role responsibilities which may be rotated over time. The convenor acts as a first point of contact rather than as academic lead. This new way of working would be tested/piloted alongside traditional PI-led research and appropriate models of training for staff would be developed.
  - The University should adopt a narrative statement to provide a more rounded assessment of contributions and to support team research. This would be explored through a pilot approach in PDRs, with an appropriate sample of departments, to reflect disciplinary differences and the way research teams operate. This work would link to parallel activity on the assessment of contributions in teaching and education.
  - Based on the range of views expressed, together with the range of reforms suggested, the Reading Programme should continue as a vital part of the research environment. The core purpose should be 'for evaluation and improvement of research output quality'. Reforms would be developed to increase the confidence in, and value of the Reading Programme, for example by ensuring consistency of review and guidance on feedback. Best practice would be learned from national assessment processes. Although not directly linked to REF, the Reading Programme and scoring was expected to support efficient REF preparations for all colleagues in the future. The data collected as part of the Reading Programme would be used for a limited range of processes: Individuals would receive a score and feedback and may, if they wish, use those scores as supporting evidence in their narrative statements. Heads of Department would be provided with data for REF purposes and to understand the quality profile across Department, Unit and individual contributions. Research Leads/Unit REF leads/Faculty APVCs would be provided with data for REF planning. Level 2 Heads would be provided with Reading Programme data, alongside qualitative information about other contributions, to help identify where a higher-level of contribution was required. In such instances these data may also be made available to the relevant EPVC and to HR to ensure discussions were handled in an appropriate manner. The current expectation for outputs (average of one every one and a half years) would be revised with a view to focus on a range of quality outcomes.
- v. If these recommendations were approved, work would be undertaken on each of the strands to further develop thinking and implementation planning by three cross-institutional Working Groups. A White Paper would be submitted to Senate in June 2022 and Council in July 2022.
  - vi. Any changes to research and impact assessment should not create significant additional workload, and should be underpinned by a principle of providing the information only once, which could be used in a range of processes, for example PDR and promotion.
  - vii. Outcomes from the next phase of work would lead to new processes for promotion that would be developed for consultation during 2022/23 and implementation in the 2023/24 promotion round.

**NOTED:**

- viii. There was an opportunity for the University to be at the vanguard in this area.
- ix. The convenor led research model would be tested alongside existing PI models. Risks were acknowledged and would be managed.

**AGREED:**

- x. The recommendations detailed in the Project RISE Green Paper should be approved, noting Council's firm support for this initiative.

**12. Diversity and Equality Annual Report 2020/21**

[The Director of Human Resources, Keith Watkinson, and the Gender Equality Officer, Sally Middleton, attended for this item.]

**RECEIVED:**

- i. The Diversity and Equality Annual Report for 2020/21, together with an associated presentation.

**REPORTED:**

- ii. The report provided an overview of key activities, outcomes and KPIs relating to the priority areas set out in the Equality Framework and Action Plan and work to implement the Public Sector Equality Duty and included sections on: Bullying and Harassment; Disability Equality; Gender Equality; Race Equality; LGBT Equality; General Diversity and Equality; Researcher Development; Access and Participation Summary; Staff Data Trends Summary; Student Data Trends Summary; and Looking Forward to 2021/22. The report was complemented by the Annual Diversity and Equality Infographics Report and the Annual Dignity at Work and Study Report.
- iii. Key achievements included:
  - All Academic Schools and Institutes had now been awarded their own Athena Swan departmental award
  - The University had joined the Advance HE Race Equality Charter
  - The University's second Changing Places Toilet had been opened in the Yoko Ono Lennon Centre
  - The University had successfully launched a new Report and Support service for staff and students
  - New family friendly/flexible working policies/hybrid working
  - A new Trans Equality Working Group had been established
  - Expansion of the Diversity and Equality Team (New Head of Diversity and Equality, Race Equality Officer and Disability and Wellbeing Adviser).
- iv. The impact of COVID-19 on the usual business of the University had had a significant impact on equality work including:

- Financial uncertainty leading to a suspension of the implementation of updating family friendly policies
  - The cancellation of the academic annual review (promotion) process and the exceptional performance award bonus scheme
  - The key contractor for campus accessibility improvements going into liquidation causing the projects to be deferred to 2021/22
  - Staff mental wellbeing and resilience.
- v. Looking ahead the following actions/activities were planned:
- New Policies:
    - Fostering Policy for Staff
    - Built Environment, Accessibility and Inclusivity Statement and Policy
    - Anti-Bullying, Harassment and Victimisation Policy
  - Charter Marks:
    - A new Athena Swan institutional Silver Award application was due to be submitted
    - Preliminary work to start on the Race Equality Charter application, including the formal establishment of the steering group and the sub-committees
  - Governance: The new Equality, Diversity and Inclusion Committee would be reconstituted, replacing the Equality Forum. In addition, a new EDI Committee for Professional Services, and an EDI Committee for the Faculty of Science and Engineering would also be established
  - Conflict Resolution Advisers: Recruitment of new Conflict Resolution Advisers to enhance the Report and Support service for staff
  - The continuation of RISE activities
  - The development of a new Equality Action Plan.

**NOTED:**

- vi. It was expected that some of the issues associated with the recruitment of People of Colour would be addressed through the recent specialist appointments and the Race Equality Charter work.

**AGREED:**

- vii. The Annual Diversity and Equality Report should be approved, noting the need for ongoing Council attention in this area.

**13. Statutory Pay Gap Report 2021: Gender, Ethnicity, Disability and Sexuality Pay Gaps**

[The Director of Human Resources, Keith Watkinson, and the Gender Equality Officer, Sally Middleton, attended for this item.]

**RECEIVED:**

- i. The Statutory Pay Gap Report 2021, together with additional analysis and an associated presentation.

## REPORTED:

ii. The Statutory Pay Gap Report outlined the results of the University's Gender, Ethnicity, Disability, and Sexuality Pay Gap calculations based on the March 2021 snapshot.

- The key results were as follows:

### Gender Pay Gap:

- Mean: 20.50% (↓0.67)
- Median: 14.12% (↓2.06)
- Mean Bonus: 39.74% (↓28.61)
- Median Bonus: 66.67% (↓16.20)

### Other Pay Gaps:

- BAME Mean: -10.86% (↓2.37)
- BAME Median: -12.49% (↓2.08)
- POC Mean: 2.21% (↑0.95)
- POC Median: -1.12% (↑0.29)
- Disability Mean: 14.77% (↓0.27)
- Disability Median: 7.02% (↓2.71)
- LGB+ Mean: 6.78% (↑0.88)
- LGB+ Median: 4.15% (0.92↑).

iii. Activities that had taken place that contributed to addressing the gender pay gap included: Aurora Women in Leadership; Athena Swan awards; Recruitment website enhancements; 'Do what you can' approach to work commitments in response to COVID-19; Work Your Way enhanced flexible working options; Heilbron Programme; Project RISE (Research in an Inclusive and Sustainable Environment); and Report and Support. Activities that had taken place that contributed to addressing the ethnicity pay gap included: Diversifying HE Leadership; Race Equality Action Plan; Race Equality Charter; Black History Month; Project RISE; and Report and Support.

iv. Next steps included to:

- Address male imbalance in lower grades/manual/clerical
- Review bonus pay schemes for non-clinical staff
- Review impact of changes to Clinical Excellence Awards activity
- Increase People of Colour recruitment in lower grades/manual/clerical
- Consider Positive Action projects
- Increase disability disclosure/recruitment at higher grades
- Increase completion of EDI data.

## AGREED:

v. The Statutory Gender Pay Gap Report for the snapshot date March 2021 and the additional analysis provided should be approved, subject to a correction being made in Table 1.

#### 14. Athena Swan Annual Report 2021

[The Director of Human Resources, Keith Watkinson, and the Gender Equality Officer, Sally Middleton, attended for this item.]

##### RECEIVED:

- i. A paper providing an update on University Athena Swan activity ahead of the development of the next Athena Swan application and action plan which would be submitted in March 2022, together with an associated presentation.

##### REPORTED:

- ii. In 2021 Advance HE had launched a revised version of the Athena Swan charter mark. A University Athena Swan Steering Group was charged with overseeing the development of Athena Swan applications and monitoring and supporting the implementation of action plans at both University and departmental level. The group also identified common gender equality issues at institutional level.
- iii. The current University Silver Action Plan identified 40 actions to be completed between 2016 and the end of 2020. As of October 2021, 35 actions (88%) had been completed or were ongoing activity. The remaining actions had all been started and some progress made but they had been delayed due to COVID-19 or other issues. The University would not be penalised if a small number of actions were not completed as long as this could be explained in the next application. Key areas of progress included: demonstrate and celebrate gender diversity at the highest levels of the University; increase proportion of female professors and the proportion of BAME female professors; set a target to decrease the gender pay gap; review and improve training and development provision for specific staff groups including Professional Services staff, Early Career Researchers and Teaching and Scholarship staff; and support for Early Career Researchers. Key areas for further action included: establish self-assessment team from Central Professional Services departments and develop action plan(s); review and update guidance on supporting trans staff and students, and train staff requiring in depth information; and explore extending staff pay for paternity leave beyond the statutory two weeks.
- iv. Following a change to Athena Swan charter mark criteria, the University had extended its current Silver award to November 2021 (the submission deadline was March 2022). To support this extension, an additional one year action plan consisting of 12 actions had been approved by the Formal Senior Leadership Team in October 2020. As of October 2021, nine actions (75%) had been completed or were underway. These actions centred around: evaluating the gender equality impact of COVID-19, consideration of a long-term approach to flexibility; ensuring that connections are maintained between Athena Swan work and activity to prepare for the Race Equality Charter application; and reviewing the bullying and harassment policy and reporting procedures.
- v. The next University Athena Swan application and action plan would be submitted in March 2022. Evidence from the 2019 Staff Survey, 2020 Pulse Survey, Advance HE focus groups and 2021 Pulse Survey was being reviewed to identify areas where progress had been made and where action was required. In addition, data analysis of staff life cycles by gender as well as intersections with

other equality groups was being conducted to provide evidence to support action planning.

**AGREED:**

- vi. The Athena Swan Annual Report should be approved.

**15. Health and Safety Update**

[The University Safety Adviser, Steve Dunkley, attended for this item.]

**RECEIVED:**

- i. A presentation providing an update on Health and Safety matters and covering: Wood Park Farm fatality; COVID; the institutional health and safety plan; hybrid working; HASMAP; statutory compliance; and key actions.

**REPORTED:**

- ii. The Police investigation into the fatality at Wood Park Farm had now concluded and the HSE intended to commence its investigation shortly. Eversheds had now completed its review and the University had received a draft report. Key recommendations related to: risk assessments/safe systems of work; transport plans; communication with contractors; HASMAP issues and inspections; staff training (completion, training needs analysis); governance (broadening reports to Council); and resources.
- iii. The Government was now moving away from its COVID Plan B measures. The main focus was currently on examinations and returning to full class teaching. The Campus Planning Group had met recently and had agreed not to enforce social distancing but to recommend the continued use of face coverings. This would be reviewed on a fortnightly basis. Personal and shared responsibility would continue to be crucial.
- iv. Progress was being made against the institutional health and safety plan but there were still some key issues to progress, as follows: transport plan (handling deliveries, etc.); risk assessment – software system; musculoskeletal disorders; health and safety communication; and stress.
- v. Some concerns arising from continued hybrid working were being explored, including: general safety provision on campus in light of the reduced numbers of staff; business continuity plans; management of teaching/hybrid working areas; and disability issues (emergency escape); and business continuity plans.
- vi. The High level phase of HASMAP was now complete, with a compliance rate of 98%. Formal auditing would be underway from April 2022 onwards with a focus on key risks/issues, e.g. risk assessment, competence, emergency planning, etc. This would include self/cross auditing in low risk areas and the development of a centralised health and safety system.
- vii. In relation to statutory compliance, statutory groups had been established by Facilities, Residential and Commercial Services (pressure vessels, LEV, fire, etc.). A Fire Safety Manager had been appointed and work was focussed on fire

strategies, compartmentation, alarm systems, fire dampers, and Halls fire risk assessments. A PwC fire safety audit had identified a number of uncompleted actions but these were all of a low risk nature.

- viii. Key actions centred around: the Wood Park Farm report recommendations and HSE investigation; transitioning from COVID to 'normality'; progressing the institutional plan; agreeing and delivering the HASMAP auditing programme; progressing statutory compliance issues in the statutory compliance groups; and agreeing a plan for safety during hybrid working.

## REPORTS FROM COUNCIL'S COMMITTEES

### 16. Education Committee

#### RECEIVED:

- i. A report on the meeting of the Education Committee held on 18 January 2022, covering:
- Q1 Performance Report (*dealt with as a substantive item by Council – see minute 9 above*)
  - Diversity and Equality Annual Report 2020/21 (*dealt with as a substantive item by Council – see minute 12 above*)
  - Student Maternity, Maternity Support and Adoption Policy
  - Liverpool Curriculum Framework Update
  - Draft New Guidance for Teaching and Scholarship Elements Related to Promotions
  - Plans for Student Engagement Policy
  - Student Success Framework: Progress Update.

### 17. Finance and Resources Committee

[*Disclosure redacted due to commercial interest.* A disclosure of interest was noted from Dr C Costello as a ULPF Trustee in relation to the proposed pension increases 2022.]

#### RECEIVED:

- i. A report on the meeting of the Finance and Resources Committee held on 19 January 2022, covering:
- Quarter 1 and Financial Forecast 1 Report (*dealt with as a substantive item by Council – see minute 9 above*)
  - Diversity and Equality Annual Report 2020/21 (*dealt with as a substantive item by Council – see minute 12 above*)
  - Statutory Pay Gap Report 2021: Gender, Ethnicity, Disability, and Sexuality Pay Gaps (*dealt with as a substantive item by Council – see minute 13 above*)
  - Pension Increases – April 2022
  - *Redacted due to commercial interest*
  - Credit Control Policy
  - Annual Report on Endowment Usage and Impact

- Human Resources Matters  
*Wellbeing Annual Report 2020/21*  
*2021 Equality, Diversity and Inclusion Pulse Survey Results*  
*Athena Swan Annual Report 2021 (dealt with as a substantive item by Council – see minute 14 above)*
- Liverpool University Press Annual Report 2021.

**AGREED:**

- ii. The following recommendations regarding pension increases should be approved:
  - A recommendation from the University of Liverpool Pension Fund (ULPF) Trustee Directors to provide a discretionary one off consolidated increase of 2.5% to pensions built up before 6 April 1997 in excess of the Guaranteed Minimum Pension (GMP)
  - Granting a discretionary one off consolidated pension increase of 2.5% to the Ex-Gratia pensioners paid directly by the University.

**18. Health and Safety Governance Committee**

**RECEIVED:**

- i. A report on the meeting of the Health and Safety Governance Committee held on 27 January 2022, covering:
  - Wellbeing Annual Report 2020/21
  - Draft Active Campus 2026 Strategy
  - Fatality at Wood Park Farm
  - Review of Current Health and Safety Governance Arrangements
  - Progress with HASMAP – High Level of Compliance.

**19. Research and Impact Committee**

**RECEIVED:**

- i. A report on the meeting of the Research and Impact Committee held on 19 January 2022, covering:
  - Project RISE Green Paper (*dealt with as a substantive item by Council – see minute 11 above*)
  - University of Liverpool Researcher Development Concordat Action Plan
  - Annual Diversity and Equality Report 2020/21 (*dealt with as a substantive item by Council – see minute 12 above*)
  - Draft Policy on UNESCO Convention on the Ownership of Cultural Property
  - Negotiations with Elsevier in the Context of ‘Plan S’.

**AGREED:**

- ii. The University’s Action Plan and review documentation for its institutional commitment to the principles of the UK Concordat to Support the Career

Development of Researchers (The Researcher Development Concordat) and the 10-year review of the European HR Excellence in Research (HREinR) Award should be approved.

## 20. Annual Report from the Committee on Research Ethics 2020/21

### RECEIVED and NOTED:

- i. The annual report on the activity of the Committee on Research Ethics covering the 2020/21 academic year and describing the work of the Committee to uphold and develop the robustness of the University's research ethics framework.

## 21. Senate

### RECEIVED:

- i. A report on the meeting of the Senate held on 26 January 2022, covering the following items:
  - Project RISE: Green Paper (*dealt with as a substantive item by Council – see minute 11 above*)
  - Diversity and Equality Reports (*dealt with as substantive items by Council – see minutes 12, 13 and 14 above*)
  - Vice-Chancellor Recruitment Process and Timescale (*dealt with as a substantive item by Council – see minute 5 above*)
  - Change Request for Ordinance 50: Bachelor of Veterinary Science
  - PhD by Prior Publication
  - Licencing of Materials Deposited into the University Repository to Meet Funder Open Access Requirements
  - Student Maternity, Maternity Support and Adoption Policy
  - Liverpool Curriculum Framework Update.

### AGREED:

- ii. The changes to Ordinance 50 for the Degree of Bachelor of Veterinary Science should be approved. A modification had been made to final year practical assessments and the programme modification required changes to the Ordinance to allow alternative reassessment provision provided that it was set out in the programme specification.
- iii. The proposed Ordinance relating to the PhD by Prior Publication should be approved. Within the Faculty of Health and Life Sciences, and particularly in certain specialities and research areas, there were staff who had not had the opportunity to undertake a research programme leading to the award of a PhD. Yet, many of these staff had been actively engaged in research throughout their career and had a portfolio of published work that was of equivalent standard to a PhD. This was particularly true in the School of Health Sciences where many staff had entered academia having been expert clinicians within the discipline and had an established publication history, but not had the opportunity to follow a traditional PhD route due to full time roles in the NHS for example. The introduction and availability of this award would enable Schools and

Departments to recognise and reward excellence within existing staff, a key means to support staff in their academic progression and also retain key staff.

## **22. Date of Next Meetings**

### **NOTED:**

- i. The next formal meeting would be an Away Day to be held on Thursday 7 April 2022, with timings to be confirmed.
- ii. The next informal meeting would be held at 4pm on Monday 21 March 2021.