

**Record of the Council Awayday**  
**Thursday 10 April 2025, 9:30 AM — 4:00 PM BST**  
**Sefton Suite, Greenbank Student Village**

**Present:**

Carmel Booth, President (Chair); Hans van Mourik Broekman, Vice-President (via Teams, part day); Professor Tim Jones, Vice-Chancellor; Lucy Everest, Chief Operating Officer; Rowan Bradbury, President of the Liverpool Guild of Students; Cilla Ankrah-Lucas; Dr Alison Campbell; Dr Mark Carawan; Fiona Cullen (via Teams, part day); Barry Flynn; Dr Kashmir Gill (via Teams, part day); Vanessa Griffiths; Mark Proctor; Matthew Reed; Dr Diana Walford; Professor Julia Balogun; Professor Thomas Teubner; Kieran O'Sullivan; Professor Hazel Scott; and Othman Ibrahim, Vice-President of the Liverpool Guild of Students.

**Apologies:**

Professor Richard Black, Provost and Deputy Vice-Chancellor; Professor Louise Kenny, Executive Pro-Vice-Chancellor for Health and Life Sciences; Sachin Date, Co-opted Member of the Audit Committee; and Joanne Dawson, Co-opted Member of the Audit Committee.

**In attendance:**

Professor Tariq Ali, Pro-Vice-Chancellor for Global Engagement and Partnerships; Professor Fiona Beveridge, Executive Pro-Vice-Chancellor for Humanities and Social Sciences; Professor Gavin Brown, Pro-Vice-Chancellor for Education; Nicola Davies, Chief Financial Officer; Professor Anthony Hollander, Pro-Vice-Chancellor for Research and Impact; Kevan Ryan, Clerk to Council/University Secretary and General Counsel; Professor Wiebe van der Hoek, Executive Pro-Vice-Chancellor for Science and Engineering; Emma Leonard, Head of Governance and Deputy Secretary; Mike Edge, Governance, Compliance and Regulatory Manager; and Mark Stewart, Independent Member of the Remuneration Committee.

## **1. Disclosures of Interest**

Members were asked to disclose any interest that could give rise to conflict in relation to any item on the agenda. No such interests were disclosed.

## **2. President's Introduction**

The President welcomed those present and gave an overview. The day would provide an opportunity to pause, take stock and look ahead – as well as to consider some of the strategic opportunities. In a period of change and uncertainty it is more important than ever that the

University remains agile, responsive and financially sustainable to respond to new opportunities, whilst maintaining its global excellence in research and teaching. The aim of all of the sessions would be to ensure alignment on the opportunities, risks and challenges in light of strengths, geopolitics and national policies – and agreement on the strategic direction.

### **3. Vice-Chancellor's Update**

Members received a presentation from the Vice-Chancellor covering: successes and developments in the areas of research and impact, education and student experience, global engagement and partnerships, and place and innovation; the challenging external context; the business model for research intensives in England; key long term issues for the sector; immediate priorities for the University; the impact of 18 year old demographics; and transnational education (TNE).

### **4. Diversifying Income: Transnational Education Growth Ambitions (Including XJTLU Overview)**

[The Strategic Director, Liverpool Online, Lynn Evans; and the Head of Global Engagement and Partnerships, Christine Bateman, attended for this item.]

This session helped members to understand the national transnational education (TNE) landscape – where the University's strengths are currently and where focus is being driven for the future. A deeper dive was also undertaken into XJTLU's current state and future plans.

### **5. Our India Vision**

[The Director of Strategic Change, Rachel Parkes; and the Senior Project Manager, Rebecca Lumberg, attended for this item.]

This session explored the potential opportunity a physical campus operation in India might provide and what the wider outlook might be in 5-10 years' time in terms of the Liverpool 2031 Global pillar priorities.

### **6. Digital Strategy**

[The Interim IT Director: Business Systems, Applications and Strategy, Andy Dolben; and the Interim IT Director: Cyber Security, Service Management and Infrastructure, Mark Hilditch, attended for this item.]

This session began to socialise the vision and roadmap for digital transformation, outlining the vision, areas for strategic focus and gap to close – both in time and resource investment. This provided an opportunity for Council to advise on areas where further clarity is needed and on any risks/opportunities to explore further as the strategy is fully costed up to proceed to financial approval.

## 7. Strategic Risk and Performance

### 7.1. Strategic Risk Register

[The Director of Strategic Planning, Phil Hopwood; the Interim IT Director: Business Systems, Applications and Strategy, Andy Dolben; and the Interim IT Director: Cyber Security, Service Management and Infrastructure, Mark Hilditch, attended for this item.]

This session explored the level of and changes in exposure within each of the Liverpool 2031 strategic risks and provided a deeper dive into the risks surrounding Cyber Security and Digital Infrastructure.

Council approved the Strategic Risk Register, and in particular the high risk score assigned to E2 Cyber Security, the high risk score assigned to S2 Student Recruitment and the name change of 'S6 Capacity to Deliver Transformation' to 'S6 Capacity and Capability to Deliver Transformation', together with the change in its associated risk description to 'ability to deliver our key strategic ambitions measured specifically within our people cost envelope'.

### 7.2. Liverpool 2031 – Bi-annual Performance Report (Spring 2025)

[The Director of Strategic Planning, Phil Hopwood, attended for this item.]

This session updated members on the recent and current performance (against trajectory where appropriate) of the metrics that evidence the Liverpool 2031 success measures as well as on the status and progress made on the initiatives currently being implemented to deliver Liverpool 2031.

Council approved the position on institutional success measures and noted the progress and updates against Liverpool 2031 implementation plans for each pillar, including levels of progress and deadlines.

## 8. Closing Remarks

All those present were thanked for their valuable input into a day that would help inform future decisions.

It was clear that there:

- continues to be alignment between strategic direction and priorities, including the ambition to be top 100
- is a need to continue to focus on any areas of activity that could be stopped

- is assurance that strategic risks are being managed appropriately, particularly in relation to the assurances provided by the work of the Audit Committee in this area
- are no red flags or concerns regarding the University's culture and values which could impact on the success of Liverpool 2031.

The autumn awayday will have more of a focus on research matters and an external speaker will be invited.

## **9. Date of Next Meeting**

The next normal Council meeting will be held at 9.30am on Thursday 22 May 2025.