

UNRESERVED MINUTES

THE UNIVERSITY OF LIVERPOOL

COUNCIL (1044)

MEETING OF THE COUNCIL

5 February 2020

Present: The Earl of Derby, President (in the Chair); Mrs C Booth, Vice-President; Professor Dame Janet Beer, Vice-Chancellor; Professor G Brown, Pro-Vice-Chancellor for Education; Mrs C Costello, Director of People and Services; Professor A Hollander, Pro-Vice-Chancellor for Research and Impact; Mr A Hussain, President of the Guild of Students; Ms C Ankrah-Lucas; Mr S Butler; Dr P Johnson; Mrs H Miller; Mr N Molyneux; Dr R Platt; Dr A Scott; Mr H van Mourik Broekman; Dr D Walford; Professor J Balogun; Professor B Gibson; Mr K O'Sullivan; and Professor H Scott.

Apologies: Mr E Fishwick.

In Attendance: Ms N Davies, Director of Finance; and Mrs E Leonard, Governance Manager.

Clerk to Council: Mr K Ryan.

1. Disclosures of Interest

Members of Council were invited to disclose any potential conflicts of interest they had in relation to items on the agenda. Any matters raised are noted under the relevant minute headings.

2. Unreserved Minutes

2.1 Unreserved Minutes of the Meeting Held 20 November 2019

AGREED:

- i. The unreserved minutes of the meeting held on 20 November 2019 should be approved as an accurate record.

3. President of Council's Communications

3.1 Action Taken on Behalf of Council Since the Last Business Meeting

RECEIVED:

- i. A report outlining action which had been taken on Council's behalf by the President of Council.

REPORTED:

- ii. Since the last business meeting of Council, the President had taken action on its behalf as follows:

Continued Implementation of Investment Strategy

Minute redacted due to commercial interest.

Teradata Shares

To approve that a Certified Corporate Resolution be signed to enable Ms Nicola Davies (Director of Finance) and Ms Karen Burns (Endowment Accountant) to act as the named authorised officers to conduct financial transactions in relation to the University's investment in Teradata shares.

Modern Slavery Statement 2018/19

To approve an Annual Statement on Modern Slavery which sets out the actions taken to identify, prevent and mitigate modern slavery in the University's supply chains, and its publication on the University's website, in accordance with the Modern Slavery Act (2015).

AGREED:

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

4. Vice-Chancellor's Communications

4.1 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:

27-29 November	DCU President Interviews, Dublin
10 December	UUK Israeli Embassy Reception, London
11 December	UUK/Editor Telegraph Meeting, London
12 December	Arts and Humanities Research Council, London
7-8 January	Senior Leadership Team Away Days at Lodge
9 January	Russell Group Effectiveness Review, London
	National Leadership Advisory Board, London
15 January	Universities UK Dinner VC Discussion, Staffordshire University
20 January	Universities UK Dinner with Greek Minister of Education, London
24 January	Lord Kerslake – UK2070 Commission: Developing Global Northern Centres of Excellence, University of Manchester
	LCR Combined Authority Meeting
28 January	All-Party Parliamentary University Council
29 January	National Leadership Centre Forum, London
30 January	HEPI Breakfast Seminar: The Geo-politics of HE, House of Commons
31 January	Universities UK Board, London.

4.2 Update

REPORTED:

- i. UUK had called on government to broaden its definition of the value of higher education beyond a student's expected future salary alone and to recognise the less celebrated, yet vital benefits of studying for a degree.
- ii. The Senior Leadership Team at its recent Away Days had initiated a review and refresh of Strategy 2026. Proposed updates would be brought to Council's Away Day to be held on 1 April 2020.
- iii. In respect of the coronavirus:
 - Daily meetings were being held and a range of measures had been put in place to prepare should there be a case on campus
 - In line with government requirements, XJTLU had delayed the start of semester until 6 April and would provide some online learning modules to students in the meantime
 - The coronavirus situation in China had potential implications both for the recruitment of 2+2 students from XJTLU and direct recruitment. The University was working with UUK International to lobby the government on elements they can influence and was also amending application processes where possible
 - All home students currently studying in China and Hong Kong had been asked to leave. They were being supported so that they did not suffer academic or financial detriment. Students would have the option to suspend their studies or to complete a Semester in Industry and a range of academic internship opportunities had been developed for those who choose the latter option. These students would also be able to live in University-sourced accommodation free of charge for the duration of their internship
 - The University had a small number of Chinese students currently in China. Some were currently in Wuhan and unable to return. They were being supported with distance learning provision and regular contact
 - Communications were being issued in support of the Chinese community
 - Regular updates would be provided to Council as the situation develops.

ITEMS FOR APPROVAL/DISCUSSION

5. Programme for Government

[The Senior Policy Adviser, Mr James Coe, attended for this item.]

RECEIVED and NOTED:

- i. A presentation from the University's Senior Policy Adviser on what we can expect the programme for Government to look like post-election, covering:
 - The outcomes of the General Election 2019
 - Higher education fees and funding – the erosion of the value of fees over time, continued uncertainty regarding the response to the Review of Post-18 Education and Funding, the Conservative pledge to increase funding and

status for the further education sector, research funding, industrial strategy, and place based funding

- Demographics
- Headline issues – government focus on value for money, grade inflation and free speech
- Increased regulation by the OfS
- International policy and Brexit – immigration rules and the impact on students, and uncertainty around ongoing involvement with EU programmes and partners
- Opportunities in relation to international partnerships, the civic agenda and national positioning.

6. International Student Recruitment Update

[The Director of Student Recruitment, Admissions and Widening Participation, Mr Ian Roberts, attended for this item.]

RECEIVED:

- i. A paper and presentation providing an update on undergraduate and postgraduate taught international student recruitment following Strategic Investment Funding (SIF) in late 2018 which was intended to:
 - Increase overall levels of recruitment, visibility and profile in OSI markets
 - Accelerate development of new and emerging recruitment activities
 - Increase nationality and subject diversity
 - Enhance the role of international recruitment in Faculties.

REPORTED:

- ii. The SIF had proved to be the catalyst for a record direct (outside of the partnerships with XJTLU and the University of Liverpool International College) recruitment year, with registrations comfortably exceeding the OSI E2019 plan and investment targets set for E2020. Indeed, the OSI PGT plan had been adjusted from 1,365 to 1,823 to take account of in-year performance. Final recruitment had topped out at 1,965 – 44% ahead of the original plan.
- iii. This growth had helped to offset declines in partner recruitment, principally due to reductions in undergraduate students transferring from XJTLU on the 2+2 (13% decline) and Kaplan progressions (16% decline).
- iv. Whilst the majority of this E2019 growth had been fuelled by China and destined for ULMS programmes in Liverpool and London, E2020 data suggested that Liverpool's profile was improving in other markets and for other subject areas too. The outlook was favourable with new market-led portfolio developments, an improved rankings' position and the return of the Post Study Work Visa. There were, however, uncertainties around the implications of coronavirus and Brexit.
- v. The new Student Intake Strategy plotted a clear growth curve for international student recruitment and, following investment, the International Recruitment Team was better equipped to respond.

7. Student Intake Strategy

[The Director of Student Recruitment, Admissions and Widening Participation, Mr Ian Roberts, and Director of External Relations, Mr Tim Seamans, attended for this item.]

RECEIVED:

- i. The draft Student Intake Strategy, together with a presentation from the Director of Student Recruitment, Admissions and Widening Participation and the Director of External Relations.

REPORTED:

- ii. Council had previously agreed the associated principles which had now been developed into the strategy presented.
- iii. The strategy provided the basis for an integrated, University-wide approach to achieving a sustainable student intake that supports the ambitions set out in Strategy 2026 to improve student experience along with the University's overall performance and reputation. In providing a clear set of parameters and ambitions for the size and shape of the student body, the strategy provided the direction of travel for Faculties and departments to deliver and support changes in student population.
- iv. Tuition fees accounted for 53.5% of the University's consolidated income in 2018/19 and the strategy therefore had a close relationship with the financial plan. The figures in the strategy would underpin the Planning and Performance Cycle with immediate effect, influencing decisions about future student recruitment plans and portfolio developments as well as plans for the full range of services and facilities that would be required to support our students in future.
- v. The strategy would be enabled by a series of supporting plans and continued oversight by the Student Intake Strategy Group (SISG), including management of key risks. Articulation levels from XJTLU would remain under review and may be subject to change, and firm growth targets and delivery plans for PGR were not yet in place but were currently under development and would be brought forward in 2020.
- vi. Although the strategy was for the period to 2026, it would be reviewed regularly by SISG to consider progress and any changes to market conditions etc., and an update would be brought to FSLT annually.
- vii. The strategy required the support of all planning units and a number of specific enabling delivery plans.

AGREED:

- viii. The Student Intake Strategy should be approved.
- ix. An update regarding the impact on finances, staffing and property aspects should be submitted in due course.

8. Pay Gap Report 2019

[The Director of Human Resources, Mr Keith Watkinson, and Diversity and Equality Officer, Mr Darren Mooney, attended for this item.]

RECEIVED:

- i. The University's Pay Gap Report for the snapshot date March 2019.
- ii. A presentation from the Diversity and Equality Officer, Mr Darren Mooney, summarising key highlights from the report.

REPORTED:

- iii. The report set out the Statutory Gender Pay Gap Report for 2019 as per the requirements under the Equality Act 2010. In addition, the report included the Ethnicity Pay Gap, People of Colour Pay Gap, Disability Pay Gap, and Sexual Orientation Pay Gap using the same calculation methodology and data sample. The Statutory Pay Gap calculation included all full time relevant employees in March 2019, after Salary Sacrifice deductions had been made. The report included the statutory reporting requirements plus additional analysis by the exclusion of Casual Staff, and the meaning of Bonus Pay.
- iv. The key results were:
 - Median Pay Gap: 15.49% (↓3.51) (vs 17.3% UK National)
 - Mean Pay Gap: 22.01% (↓1%) (vs 16.2% UK National)
 - Median Bonus Pay Gap: 83.42% (↓4.18%)
 - Mean Bonus Pay Gap: 79.71% (↑3.31%)
 - 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 in the Lower Quartile.
- v. The report also included the Disability, Ethnicity and Sexuality Pay Gaps, as follows:
 - Disability Pay Gap: Median: 9.6% / Mean: 11.3%
 - BAME Pay Gap: Median: -12.3% / Mean: -12.4%
 - People of Colour Pay Gap: Median -0.5 / Mean: 4.2
 - LGB Pay Gap: Median: 2.8% / Mean: 2.1%.
- vi. The results would inform the activities to implement the Athena SWAN and Equality Action Plans.
- vii. The results of the gender pay gap would be published on the University's external website and submitted to a government portal in line with statutory requirements.

NOTED:

- viii. The fact that the University did not outsource its cleaning service had a significant impact on the gender pay gap.

- ix. A number of sector leading HR policy proposals around creating a family friendly workplace had recently been approved by the Planning and Resources Committee.

AGREED:

- x. The University's Statutory Gender Pay Gap Report for the snapshot date March 2019 and the additional analysis provided should be approved.
- xi. Further analysis should be undertaken of Clinical Excellence Award data and this should then be discussed with relevant NHS colleagues.

9. Liverpool Guild of Students Matters

9.1 Guild Governance Arrangements

RECEIVED:

- i. A paper providing proposed revised versions of the Memorandum of Understanding Between the University of Liverpool and Liverpool Guild of Students and Code of Practice with respect to the Liverpool Guild of Students as required by the Education Act 1994.

REPORTED:

- ii. The Memorandum of Understanding set out expectations in relation to the relationship between the University and the Guild. The Code of Practice provided additional information and ensured that the University discharges its Education Act obligations in relation to the Guild.
- iii. The documents had been updated to reflect changes in titles and institutional structures. The appendices had been replaced wherever possible by links to current versions of the relevant documents for ease of use. A list of these links would also be included for accessibility purposes in line with good practice.

NOTED:

- iv. It would be helpful to understand how many students opt out of membership of the Guild of Students and why those who did opt out could not then join until the beginning of the following session.

AGREED:

- v. The revised Memorandum of Understanding and Code of Practice should be approved, subject to further consideration being given to the use of the term co-opted trustee.

9.2 Report and Financial Statements for the Year Ended 31 July 2019

RECEIVED and NOTED:

- i. The Liverpool Guild of Students Report and Financial Statements for the Year Ended 31 July 2019.

10. Liverpool University Press (LUP) Annual Report

RECEIVED:

- i. A report providing a brief overview of the activities of Liverpool University Press from 1 August 2018 to 31 July 2019.

REPORTED:

- ii. Turnover was £2.3m, an increase of 26% on prior year, with a profit of £10.5k. LUP was now the fourth largest of the UK's 25 university presses and one of only three, alongside Oxford and Cambridge, to operate entirely without subsidy.
- iii. A Memorandum of Understanding between the University and LUP had been finalised which set out the nature of the partnership more clearly.

AGREED:

- iv. Council's appreciation of the strong performance of LUP should be formally recorded.

PLANNING AND RESOURCES COMMITTEE

11. Report of the Meeting of the Planning and Resources Committee held 14 January 2020

[Disclosures of interest were noted from Mrs C Costello, Director of People and Services, and Ms N Davies, Director of Finance, as members of the ULPF Board.]

RECEIVED:

- i. A report of the meeting of the Planning and Resources Committee held on 14 January 2020, covering the following items:
 - Q1 Performance Report
 - 2019/20 Finance Forecast 1
 - Student Number Parameters
 - Pay Gap Report
 - Pension Increases – April 2020
 - Regius Chair Chemistry Lab Business Case
 - 2018/19 Annual TRAC and TRAC T Returns
 - Research Scientist and Technologist – A New Career Pathway
 - Creating a Family Friendly Workplace: Policy Proposals
 - Project SHAPE Update
 - Equine Isolation Unit Business Case
 - CEIDR Lab Refurbishments
 - Laureate Contractual Arrangements.

AGREED:

- ii. The Quarter 1 report, including details of institutional performance against relevant KPIs and SPIs, should be approved.

- iii. The finance forecast 1 position should be approved. An exception report on the achievement of savings targets should be incorporated into the Forecast 2 report.
- iv. The principles of student number parameters applied to PPC 2019/20 and the planned steps for their further development should be approved.
- v. The following recommendations regarding pension increases should be approved:
 - A recommendation from the ULPF Directors to provide a discretionary one off payment to pensioners equal to 1.7% of their pension built up before 6 April 1997 in excess of the Guaranteed Minimum Pension
 - Granting a discretionary one off payment equal to 1.7% of the pension paid to Ex-Gratia pensioners.
- vi. The business case proposing the expenditure of £5.8m for the refurbishment of the building envelop, lab and associated space for use by the incoming Regius Chair of Chemistry should be approved.

SENATE

12. Report of the Meeting of the Senate held 29 January 2020

RECEIVED and NOTED:

- i. A report of the meeting of the Senate held on 29 January 2020, covering the following items:
 - Student Intake Strategy
 - Faculty of Health and Life Sciences Academic Structures
 - Libraries, Museums and Galleries: Aims and Aspirations 2019 – 2026
 - Spin Out Companies – Guidelines and Procedures.

AGREED:

- ii. The updated proposed academic structure for the restructured Faculty of Health and Life Sciences should be approved. Departmental names in the Faculty had been amended since the last iteration of the structure presented. The key issues were technical and strategic, ensuring that the names of the new departments aligned to research strengths in areas where there was sufficient critical mass to support both research and teaching. The proposed changes therefore had no direct financial, HR or regulatory implications. The student experience should not be affected by the proposed changes.

OTHER COMMITTEES OF COUNCIL

13. Audit Committee

RECEIVED:

- i. The report of the update meeting of the Audit Committee held on 10 January 2020, summarising the outcome of the process to select the University's internal auditors for the period from 1 August 2020.

AGREED:

- ii. The recommendation of the Audit Committee to re-appoint PricewaterhouseCoopers LLP as the University's internal auditors for the period from 1 August 2020 for an initial three year term extendable in annual increments up to a maximum of five years in total should be approved.

14. Health and Safety Governance Committee

RECEIVED:

- i. A report on the meeting of the Health and Safety Governance Committee held on 21 January 2020, covering the following items:
 - Wellbeing Board Annual Report 2018/19
 - Fire Safety.

REPORTED:

- ii. Across the University, there was now much closer alignment between health, safety and wellbeing. Continuing to raise awareness of stress and mental health issues would be a key focus of the work of the Wellbeing Board.
- iii. The review of fire safety arrangements and any potential risk from cladding internally, and via third-parties, continued. The University had taken a proactive approach to reviewing its arrangements and had prepared a management action plan to address any issues arising. A working group had been established to develop and oversee this work which included representation from Liverpool Student Homes in order to seek assurance from third-party providers. Whilst good progress was being made, there was still some testing to undertake prior to completing all findings. The University expected to be in a position to provide assurance to Council in the Spring once all actions had been progressed.

15. Nominations Committee

[The current President and Vice-President of Council left the room during consideration of this item – Mr S Butler took over the Chair in their absence.]

15.1 Appointment of Next President of Council

RECEIVED:

- i. A report of the meeting of the Selection Panel to Appoint the Next President of Council, held on 23 January 2020.

REPORTED:

- ii. At its meeting held on 20 November 2019, Council approved the process to appoint the next President of Council to replace Lord Derby when his final term ends on 31 July 2020.
- iii. In accordance with the agreed process, a call for expressions of interest had been circulated to all Council lay members. An expression of interest in the role had

subsequently been received from Mrs Carmel Booth, who had served on Council since February 2016, as Chair of the Audit Committee since August 2016, and as Vice-President of Council since 1 August 2019.

- iv. With unanimous support, the selection panel had recommended that Mrs Booth should be appointed as the next President of Council.

AGREED:

- v. Mrs Carmel Booth should be appointed as President of Council for the period from 1 August 2020 to 31 July 2023.

16. Research Integrity and Governance Committee

RECEIVED:

- i. The 2018/19 Annual Report on the activity of the Research Integrity and Governance Committee, describing the work of the Committee to uphold and develop the robustness of the University's research governance framework.

REPORTED:

- ii. An institution-wide research integrity review had been conducted during 2018 to examine the University's framework and practices for research integrity. This report had been reviewed and approved by Council. In response to one of the key recommendations, the University's Research Governance Committee had been renamed Research Integrity and Governance Committee and the scope and membership had been altered to provide a greater oversight of research integrity. The annual report circulated provided details of the activity of the Research Governance Committee during the 2018/19 academic year, prior to the changes implemented following the research integrity review.

STRATEGIC COMMITTEES

17. Education Committee

RECEIVED and NOTED:

- i. A report of the meeting of the Education Committee held on 15 January 2020, covering the following items:
 - Libraries, Museums and Galleries: Aims and Aspirations 2019 – 2026
 - Library User Insight Proposal
 - Education Action Plan
 - *Portfolio Development – Portfolio Review Group Update*
 - *Access and Participation Plan (APP) 2020 to 2025 – Activity Update*
 - Employability
 - *Graduate Outcomes (GO) Survey*
 - NSS Action Plans: Targeted Subject Areas
 - Quarter 1 Performance Report.

18. Research and Impact Committee

RECEIVED and NOTED:

- i. A report of the meeting of the Research and Impact Committee held 16 January 2020, covering the following items:
 - REF2021
Survey of Submission Intentions
Environment Statement Review
REF2021 Submission Plan
 - Key Priorities and Next Steps for LDC and PGR numbers/PRES Results
 - Open Research
Planning for Open Research at the University of Liverpool
Update on Open Access Compliance.

ROUTINE ITEMS

19. Use of the University Seal

RECEIVED and NOTED:

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

20. Date of Next Meeting

NOTED:

- i. The next meeting of the Council would be an Away Day to be held on Wednesday 1 April 2020 at Greenbank Student Village.

[Secretary's note: The Away Day referred to above was cancelled because of the COVID-19 pandemic.]