

## **BOARD OF GOVERNORS**

**Minutes of the meeting held  
on Monday 30<sup>th</sup> September 2013**

**PRESENT:** Mr R Hill (Chairman)                      Professor P Lisboa  
Ms N Benson    Sir B Massie  
Mrs K Byrne    Mr B McCann  
Mr D Cole     Mr C Reid  
Mr P Holme    Mr J Stopforth  
Mr A Holroyd     Professor N Weatherill

**IN ATTENDANCE:** Ms J Bertolini (Finance Director & Deputy Chief Executive)  
Professor P Byers (Pro-Vice-Chancellor (Education))  
Mr P Evans (Strategy Management Director)  
Dr E Harcourt (Pro-Vice-Chancellor (External Engagement))  
Professor R Leatherbarrow (Pro-Vice-Chancellor (Scholarship,  
Research & Knowledge Transfer))  
Professor D Meehan (Dean, Faculty of Arts, Professional and  
Social Studies).  
Mr M Power (Registrar & Deputy Chief Executive)  
Mrs D Tipping (Meeting Secretary)  
Professor R Webster (Dean, Faculty of Arts, Professional and  
Social Studies)  
Professor P Wheeler (Den, Faculty of Science)  
Ms A M Wild (University Secretary & Deputy Chief Executive)

### **WELCOME**

The Chairman, on behalf of the Board, welcomed the new Student Governors, Mr C Reid (President, LiverpoolSU) and Mr D Cole (Vice President, Community Engagement, LiverpoolSU) to their first Board Meeting.

The Chairman also welcomed the new Pro-Vice-Chancellors: Professor P Byers; Dr E Harcourt; and Professor R Leatherbarrow.

**Secretary's Note:** The Chairman advised the Board that he would be reviewing the current presentation of the Board minutes with the Chairmen's Group in the near future. It was felt that the current presentation of minutes duplicated information already held within committee reports and could be more succinct to assist Governors in their reading of the most relevant information.

The Board **agreed** to the review of the presentation of the Board minutes to be reported to the next Board in November 2013.

**Action: Chairmen and the University Secretary & Deputy Chief Executive.**

LJMU 13.45 **APOLOGIES**

Apologies were received from Mr G Morris, Ms D Shackleton, Mr P Hyland, Ms J Murphy (Staff Governor), Ms K Johnston (Dean, Faculty of Education, Health and Community) and Mr S Kenny (Pro-Vice-Chancellor).

LJMU 13.46 **MINUTES**

The Board **approved** as a correct record the minutes of the meeting held on 1<sup>st</sup> July 2013 subject to the following amendments:

- Page 17 – the last three bullet points should be preceded by: The Board **approved**.
- Page 29 – Under the heading: Finance Committee Minutes of 17<sup>th</sup> June 2013 (LJMU 13/25), first bullet, second sentence should read as follows: The Finance Committee considered and recommended for approval by the Board, the base budget for 2013/14 and assured the Board that the University would not be at risk of breaching its banking covenants.

LJMU 13.47 **MATTERS ARISING NOT SHOWN ELSEWHERE ON THE AGENDA**

- An update was provided in relation to the Teabox Company which was nominated for the Junior Achievement – Young Enterprise European Enterprise Challenge 2013, held in Liège. The students were awarded the 2<sup>nd</sup> Runner Up award. Two of the students, Harriet Richmond and Phil Perera, also won “The Alumni Leadership Award”.
- Governors had previously been made aware of the University’s new corporate charities initiative and would welcome involvement with the initiative.

LJMU 13.48 **CONFLICTS OF INTEREST**

As a matter of routine on an annual basis, Governors were **reminded** of their ongoing requirement to make themselves aware of the requirements of the Articles of Government and the Standing Orders for the Board and each of its Committees in respect of Conflicts of Interest, and that any Governor who believes they may have a direct or indirect conflict of interest regarding any item of business at a Board and/or Committee Meeting should inform the relevant Chairman prior to the meeting. A statement to this effect is made on the agenda of all Board and Committee meetings and it remains the responsibility of individual Governors to ensure compliance personally with this important governance regulation.

The Board **noted** that no representation in this respect had been made for this meeting.

LJMU 13.49 **BRIBERY ACT 2010**

As a matter of routine on an annual basis, Governors were **reminded** of their ongoing commitment to the requirements of the Bribery Act 2010 and to the Chairman of the Board's Statement stipulating that the University values its reputation for ethical behaviour and financial probity, and that it is University policy to comply with all applicable anti-bribery laws. The Statement goes on to say that the Board of Governors of the University expects that all staff, associates and agents will conduct business in accordance with the highest standards of ethical behaviour.

The Board **noted** their ongoing commitment to the requirements of the Bribery Act 2010 and responsibility in creating a culture conducive to adherence to the relevant legislation.

LJMU 13.50 **HEALTH AND SAFETY MATTERS**

The Board **noted** the standing item and that there were no current issues raised.

LJMU 13.51 **RECRUITMENT FIGURES – 2013 ENTRY**

The Board **received** the report of the Director of Student Recruitment and Widening Access (LJMU 13/35).

**Secretary's Note:**

The Board received this item earlier in the agenda to accommodate the presenter of the report who attended for this item only.

It was **reported** that:

- The University is expected to meet/exceed its home undergraduate HEFCE (Higher Education Funding Council for England) full-time targets. It is also expected to meet the undergraduate Strategic Health Authority targets. **The following paragraph has been removed as the information contained commercially sensitive information.**
- **This minute has been removed under the terms of the Freedom of Information Act, Section 23, Commercial Sensitivity. Governors may request a full copy of the minute which will become publicly available when no longer commercially sensitive. You may request further information from the University's Secretariat at [secretariat@ljmu.ac.uk](mailto:secretariat@ljmu.ac.uk).**

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- The figures provided to the Board, whilst reflecting the confirmed intake, need to be considered in the context of the University historically experiencing a percentage of students that fail to enrol ("no-shows") and students that "drop-out" for a variety of reasons.
- The 2013 recruitment cycle has remained a complex and challenging application cycle due to a number of key factors that continued to add great uncertainty for the sector, and outlined below.
- In 2012, the first year of the new fees regime in England, the sector saw applicant demand fall in terms of both applications and acceptances. There was a 6% fall in acceptances overall in the cycle and due to changes in deferral patterns the impact experienced by institutions on recruitment for 2012 fell by 11%. As a result there was a mixed picture across the sector with some institutions experiencing considerable under-recruitment. It was therefore anticipated that certain institutions would adapt their offer-making strategy in 2013 to address the situation.
- In 2012 the Government introduced a new model concerning student number controls where highly qualified students (AAB+ or equivalent) were removed from an institution's number control. In 2013 the Government changed the high grades threshold to ABB+ or equivalent and also asked HEFCE to allow universities some flexibility in their student number control allocations. LJMU's Student Number Control for 2013, which was only confirmed in January 2013, is 4,506 (the flexibility range is 4,281 to 4,643).
- Although there is a flexibility range, the continued use of penalties from the Government for over-recruitment and the risk of losing numbers if failing to recruit to the lowest student number control level still exists.
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It was **commented** that:

- The report presented a holistic view of student recruitment. Overall it has been a successful year for home undergraduate recruitment and the University is taking steps to improve both postgraduate and international recruitment.
- In relation to international students the University is proactively taking steps to improve the service it provides to students and to improve its marketing materials in order to attract international students. The Pro-Vice-Chancellor (External Engagement) has been working on a new vision for the University in this area and a medium to long term strategy for how to achieve greater internationalisation and global engagement. A report will be provided on the new International Strategy at the next Board of Governors in November 2013.

**Action: Pro-Vice-Chancellor (External Engagement).**

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- Governors welcomed the report and would have found an additional column outlining the financial outcomes to recruitment most helpful. Also, Governors would welcome the inclusion of more graphs and charts to assist with the analysis of the information provided.
- The Finance Director & Deputy Chief Executive advised Governors that the University was still working through the recruitment information; however, early indications show that the University will be maintaining income thus assuring the Board of the University's financial sustainability.
- It was noted that it would take some time for the recent recruitment of research staff; the introduction of new programmes for 2013/14; and the new International Strategy to embed and that it was hoped that targets next year would be higher but some patience would be required.
- The Board was assured that any under-recruitment would not lead to members of staff being underemployed. The University would need to be flexible in moving its resources around to best meet its business needs but all staff would be fully engaged. There remains the challenge for staff/student ratios and the Vice-Chancellor and the SMT are carefully monitoring this situation.

- The Board requested an update paper at the next Board meeting in November outlining the actions being taken across the University to ensure recruitment continues to meet its targets and in those areas where there is a shortfall improvements continue to be made. In addition a timeline for improvements in the recruitment of postgraduates and international students would be welcomed given that very significant changes will not be happening in the next year.

**Action: Vice-Chancellor & Chief Executive.**

- Board members were assured that the University had met HEFCE's recruitment bands to ensure the University would not be financially penalised for over-recruiting. The University continued to focus on producing a detailed 5 year financial plan taking into account the Copperas Hill project and requirements for the University's Estate.
- The Chairman requested that the update paper on student recruitment coming to the Board meeting on 18<sup>th</sup> November 2013 would take the issues raised above into account. The report should provide clarification on the financial implications and any future costs for marketing and further improvements outlined above.
- The Chairman summarised that overall the report was a positive one and that the University had had a successful year. The University now needed to take the necessary actions to build on the good results it had achieved.
- The Chairman, on behalf of the Board, noted the excellent work carried out during the recruitment process and the Clearing period and thanked the Director of Student Recruitment & Widening Access, her staff, and others across the University for their hard work and commitment during this process.

The Board **noted** the report and further report requested for the November meeting. The Board congratulated the University on a great effort.

LJMU 13.52

**VICE-CHANCELLOR & CHIEF EXECUTIVE'S REPORT**

The Board **received** the oral report of the Vice-Chancellor & Chief Executive, supported by an advanced briefing note (LJMU 13/34).

It was **reported** that:

- In the recent rounds of pay negotiations the pay offer had been rejected by the unions and was now the subject of various ballots, the outcome of which would be known mid-October.

- The University's Chancellor, Sir Brian Leveson, had been made the third most senior Judge in England and Wales, becoming Head of the Queen's Bench Division in October.
- Update on new structure: Following a focused effort last session around realignment, the new structure became operational on 1<sup>st</sup> August 2013. The new minimal committee structure is operational together with the new management structures in the Faculties and Divisions. These changes are designed to ensure a more collaborative, "one university" approach as the University continues to work to deliver the ambition expressed in the Strategic Framework 2012-2017.
- Art & Design Academy Signage: The new John Lennon signage is now in place on the Art and Design Academy building. Representatives from Yoko Ono visited the University recently and an update, with images, has been sent to her. Ms Ono is expected to visit the University shortly to meet students, including some of the graduates she has supported, and also to see the building.
- Charities Initiative: The University has launched its new corporate charities initiative. Staff have been invited to nominate the local charitable organisations they would like the University to support, both financially through the 'Give As You Earn Scheme' and by enabling staff to get involved in more voluntary activities for a range of worthwhile causes.
- Graduation: The graduation ceremonies in July were well received with particular, positive feedback from visitors. The new initiative, which began last year, for ceremonies in November, will continue this year and have been scheduled for 25<sup>th</sup> and 26<sup>th</sup> November. As part of the strategic initiative to engage more with the University's Honorary Fellows, a Dinner will be held on the evening of 25<sup>th</sup> November to which Governors will be invited. The Chancellor will be attending the graduation ceremonies and the Dinner.
- Mayoral Commission on Environmental Sustainability: The Vice-Chancellor & Chief Executive will chair the Mayoral Commission on Environmental Sustainability. The purpose of the Commission will be to review the current preparation of the City for a future when resources will be in scarcer supply and when quality of place will be a key determinant of economic development.

The Board **noted** the Vice-Chancellor & Chief Executive's report and extended their congratulations to the Chancellor on his appointment as the Head of the Queen's Bench Division.

The Board **received** the report and presentation of the Registrar and Deputy Chief Executive (LJMU 13/36).

It was **reported** that:

- The NSS 2013 is targeted at final year students as identified in the Higher Education Statistics Agency (HESA) Student Record 2011/12. The purpose of the survey is to provide students with an opportunity to make their observations and opinions known at a national level.
- The survey groups 21 questions into six main analytical categories (excluding practice placements) with one additional measure of Overall Satisfaction. Each question has a scale of responses: 1 (definitely disagree) to 5 (definitely agree). The two response scores of main interest are 4 and 5 and are summed to provide the '% agree' score.
- Overall, the 2013 NSS response rate has shown an increase of 2% from 2012. It is now 64%. LJMU's 'Overall Satisfaction' has increased by 1% from 2012 to 84%, continuing the year on year improvement since 2010. LJMU's overall satisfaction is now just 1% lower than the sector (an improvement this time of 1%).
- Satisfaction has improved across all the question categories with Organisation and Management showing the largest improvement (4%). LJMU outperforms the sector satisfaction rates for Learning Resources (by 4%); Assessment and Feedback (2%) and Academic Support (1%). Of 120 England Higher Education Institutions (HEIs) LJMU is internally ranked 78<sup>th</sup> for overall satisfaction.
- The report provided detailed statistics and analysis for further information and discussion, and outlined the next steps at institutional and faculty level to ensure the University continues to make improvements in the NSS.
- The Registrar & Deputy Chief Executive also reported that the University has moved up 8 places to 82<sup>nd</sup> of 124 universities included in the latest league table published by 'The Complete University Guide'.
- LJMU is now ranked sixth in the North West overall and in the top 10 UK universities for Sports Science.
- In the Times Higher Education Student Experience Survey 2013, LJMU again improved its position, moving up 20 places to 62<sup>nd</sup> out of 102 universities. This survey is based on feedback from undergraduate students polled between September 2011 and August 2012.

- The Registrar & Deputy Chief Executive advised the Board that different variables and measures, and different source data, are used between the different league tables and he would report back to the Board giving further clarification and explanation.

**Action: The Registrar & Deputy Chief Executive**

It was **commented** that:

- The Dean (Faculty of Arts, Professional and Social Studies) advised the Board that all programmes falling under the national average target for recruitment are being reviewed.
- Governors were pleased to note the increase by 2% for 'Assessment and Feedback', noting a lot of hard work had been put in to achieve this, both by the University and the Liverpool Students' Union.
- More work was needed to improve student satisfaction for international students including improving the institutional focus around international students and embedding and embracing international students into everything the University does. The University needs to be more aware, on an institutional level, of what it is trying to achieve in this respect.
- Work continued to encourage student participation in the NSS as well as to improve the student experience to ensure positive feedback in the NSS.
- The University is looking at providing an SMS Service (Text Service) to students to inform them as quickly as possible of any cancellations to their lectures, and therefore preventing them from travelling to the University unnecessarily. The University is also closely monitoring where cancellations take place to better understand where this is happening and why.
- Students have lots of other opportunities to comment on their experience during their three years at the University and the University is working hard to respond to students from their first day so that when they get to the NSS they will feel that they have been listened to, that they have seen the improvements made, and that then they can respond more positively about their overall experience. Mirror surveys in the first and second year take place to try to capture student comments and make the necessary improvements.
- Library Services receive positive feedback and a significant restructure in the service over the last 12 months has provided greater emphasis on frontline services to students.
- The University now needs to embed its good practice and share best practice across the University. Programmes that are not

performing well will be closed; the University is looking for consistency of delivery and a high level of commitment from all staff. A recent Away Day with the SMT looked at how the University can improve its NSS results and what would be needed to make a 'quantum leap'.

- The Chairman thanked the Registrar & Deputy Chief Executive for his helpful reports and congratulated the University on these most positive improvements. It was noted that a key for acronyms used within the report would be helpful.

The Board **noted** the NSS report, including the agreed actions to be taken by SMT with a further update report to come to the next Board of Governors on 18<sup>th</sup> November 2013.

**Action: Vice-Chancellor & Chief Executive and the Registrar & Deputy Chief Executive.**

LJMU 13.54

### **RISK MATTERS/FINANCIAL POSITION**

(a) The Board **received** the report of the Vice-Chancellor & Chief Executive regarding HEFCE's 'Assessment of Institutional Risk' (LJMU 13/37).

It was **reported** that:

- The most recent overall assessment from the HEFCE Assessment of Institutional Risk, dated 3<sup>rd</sup> April 2013, was that LJMU was "not at higher risk" and was meeting the accountability obligations set out in the Financial Memorandum between HEFCE and Institutions.
- It was noted within the Assessment of Institutional Risk that the governing body of the Institution is responsible for ensuring that risks are being managed effectively. The Board of Governors' agenda includes a regular item for consideration of any relevant risk item and the Board receives reports on risk and the Risk Management arrangements from SMT and the Audit Committee.
- The Vice-Chancellor advised the Board that he and the SMT were looking closely at the Staff/Student ratios (SSRs) as a percentage of total income and would monitor this situation carefully.

The Board **noted** HEFCE's Assessment of Institutional Risk.

(b) The Board **received** an oral financial update from the Finance Director & Deputy Chief Executive.

It was **reported** that:

- The budgeted historic cost surplus for 2012/13 was £1.4m. This was increased in the half year forecast to £4.5m and in the June forecast to £5.3m. The University now anticipates that the actual surplus for 2012/13 will be approximately £6.9m. This is an increase of £5.5m over budget. A detailed breakdown of the reasons for the improved performance will be explained in full in the report to the Finance Committee to be held on 28<sup>th</sup> October 2013 for forward submission to the Board of Governors on 18<sup>th</sup> November 2013, however, much of the additional surplus has only a “one-off” benefit.
- The year end cash closing balance is also much improved. The original closing balance for 2012/13 was £16m. This was increased by £11m to £27m at the end of 2011/12 to reflect the fact that the closing cash balance in 2011/12 was higher than forecast by £11m. During 2012/13 the University has generated a further £10m in excess of budget, due primarily to the improved surplus. This has resulted in a closing balance of approximately £37m at the end of 2012/13.

It was **commented** that:

- The Chairman thanked the Finance Director & Deputy Chief Executive for her report and assurance that there are no concerns in the financial management of the current financial year 2013/14.

The Board **noted** the oral report from the Finance Director & Deputy Chief Executive and the satisfactory financial picture.

LJMU 13.55

### **LIVERPOOLSU REPORT: STUDENT MATTERS**

The Board **received** the report and presentation of the Student Governors (LJMU13/38).

It was **reported** that:

- Due to the recent resignation of the Vice President, Academic Quality (LiverpoolSU), it had been decided by the Trustees of LiverpoolSU that the remaining three sabbatical officers would share committee responsibilities and that an additional person would be employed within the Marketing Team to ensure the Students’ Union continued to provide support in relation to the ‘student voice’, listening and sharing with students.
- The Vice-President, Activities and the Vice-President, Community Engagement have now become Faculty Ambassadors. They have both started discussions with the Deans of Faculties to talk about the NSS results and Student Voice Reports and seeking commitments to actions that will improve the student experience.

- The LiverpoolSU sabbatical team had previously attended the University's SMT on a monthly basis for an hour, both creating and delivering the agenda. This has now evolved into a formal Student Voice Committee where the sabbatical officers can raise issues such as: data sharing; improving the student experience of placements; providing more LJMU employment options for students; improving timetabling; ensuring Blackboard notes are available to students 24 hours before a class; lecture flipping; assessment mapping to prevent bunching; and LiverpoolSU location.
- The Union has now appointed 28 Welcome Assistants who assist students to move into halls and settle in. The Welcome Assistants provide support to students, dealing with issues such as home sickness and referrals to further support if needed or requested. They also provide information on upcoming events.
- LiverpoolSU has now launched a new website with much improved content. The Union has grown its audience across social networks such as Facebook and Twitter and its new Customer Relationship Management System (SproutSocial) assists the Union to deliver a better service for students, producing analytics to assist the Union to benchmark its services.
- One of the Union's key strategic objectives was to find technology that helped students talk to the Union and to each other. Trello is a project management tool that will drive the Union's 'Have Your Say' and course rep communications. This can be viewed at [www.trello.com](http://www.trello.com) and can be accessed through smart phones, tablet computers and PCs. It allows discussions and voting which the Union hopes to be able to convert into creating conversations with students to gather student feedback.
- LiverpoolSU has now created a new policy making system called 'Have Your Say', which will be an online system creating more interaction with students allowing for online debate. More details at <http://www.liverpoolsu.com/main-menu/get-involved/have-your-say>
- This semester LiverpoolSU is launching four priority academic campaigns consisting of: timetabling; placement review; 24 hours Blackboard notes; and assessment mapping.
- One of the biggest improvements in the NSS has been LJMU's improvement for assessment feedback. LiverpoolSU believe this to be an outcome of its high profile 15 day feedback campaign and now hopes to debate further the quality of the feedback.

The Board **noted** and thanked the Student Governors for their comprehensive and positive report.

The Board **received for approval** the report of the President, LiverpoolSU (LJMU 13/39).

It was **reported** that:

- At its meeting of 30<sup>th</sup> May 2013, LiverpoolSU Trustee Board approved in principle changes to the approach taken to engage students in policy formation and key decision making. This replaces Forums with online engagement and two larger conference events; intended to engage greater numbers and a more diverse student population. These are referred to as the 'Census' and 'Census Conference'.
- Over recent years LiverpoolSU has operated three Forums: Better University; Better Union; and Better City. These have each been held four times per year. This approach has been successful in engaging more students than previously, however, it is clear that this system has reached a 'plateau' in terms of attendance and that the format is not sufficiently accessible to many students who are unable to attend more frequent in-person events.
- The LiverpoolSU Board requested that amendments to the Constitution be produced for the 25th July 2013 meeting to bring these changes into effect, and at which the Trustee Board duly approved the amended Constitution for forward endorsement by the University's Board of Governors.

The Board **approved** the amendments to the Student Union's Constitution.

LJMU 13.57

### **ESTATE MASTER PLANNING & PROPERTY PROGRESS REPORT**

(a) The Board **received** the report on the Estate Master Plan update (LJMU 13/40).

It was **reported** that:

- The goal of the Estate Master Plan is to generate a vision for a unified connected University Village with a clear identity and outward focus. The Estate Master Plan will embrace the varied nature of the campus as a mixture of historical and contemporary buildings and spaces.
- The University is developing a governance structure that will take forward the coordination and planning of the Estate Master Plan for 'The Connected University Village in a Great City'. The governance structure will consist of a Governance Board, a Programme Board and a Project Board.

- The purpose of the governance structure is to establish robust mechanisms to manage, monitor, and compare actual achievements against those planned and to also provide a forecast for the objectives of the strategy and its continued viability. The governance structure will also guarantee suitable control measures are in place.
- To progress with the initial Estate Master Planning phase, the University is currently engaging a project team. Following a meticulous tender process the University has appointed BDP Architects to support the development of the Estate Master Plan.
- To support the project team, the University is also in the process of appointing Cost Consultants and Project Managers, to develop robust cost plans and programmes of work.
- The report also outlined potential property disposal issues and the ongoing negotiations with Liverpool City Council in connection with the Copperas Hill site.

(b) The Board **received** the Property Progress Report from the Finance Director & Deputy Chief Executive (LJMU 13/41).

It was **reported** that:

- Max Perutz Building: This key project at the Byrom Street campus to support Science, Technology, Engineering and Mathematics (STEM) activities has now been completed. The building refurbishment has been designed to ensure that the overall development is harmonised with the recent similar development at the Byrom Street Campus.
- Byrom Street – Main Building: As part of the ongoing redevelopment of the Byrom Street campus, the University now wishes to progress with a schedule of backlog maintenance improvements. The first phase of this programme has consisted of replacing the roof covering on the main seven storey building to ensure the integrity of the structure.
- John Foster Building: Following a £2.7 million refurbishment of the John Foster Building the School of Humanities and Social Science have relocated from 68 Hope Street into the John Foster Building. Activities have also transferred from the Dean Walters Building into the John Foster Building, allowing the University to close the Dean Walters Building and potentially realise a capital receipt for the property.
- 68 Hope Street: The University has terminated the lease on 68 Hope Street and this has generated a lease saving of £263,000 per annum along with associated revenue savings arising from clustering activities in the John Foster Building. This has facilitated the relocation of the School of Humanities and Social Science into the John Foster building.

- Dean Walters Building: Following the relocation of activities from the Dean Walters Building into the John Foster Building in August 2013, the Dean Walters building will be closed. The closure of the building will generate annual revenue savings of in excess of £150,000 and will allow the University to dispose of the building and realise a potential capital receipt for the property.
- Liverpool Science Park: The termination of the lease on Twelve Quays, Wirral, has facilitated the move of the Astrophysics Research Institute into the Liverpool Science Park, providing the optimum location and physical environment and significantly extending and consolidating LJMU's commitment to the Science Park.
- Tithebarn Building: The final phase of the development has seen the refurbishment of the third floor to create enhanced teaching accommodation and a series of Clinical Practice Suites. The project has enabled the Faculty of Health to consolidate all teaching activities in the Tithebarn Street Building, therefore improving the student experience.
- IM Marsh Campus: There has been a commitment to continue to invest in maintaining the estate, to be reviewed annually, until a final decision has been made regarding the long-term future of the campus. Over the summer the University has invested £300,000 strategically targeting general teaching accommodation in order to enhance the student experience.
- Aldham Robarts, Avril Robarts and IM Marsh Libraries: To enhance the student experience a programme of alteration works has been undertaken to refurbish areas in the three libraries. This involved general upgrading and the enlarging of the Student Services' counters, enabling more staff to work on the counters and thus providing greater student access to staff, improved response times, reduced delays and enabled greater student throughput.

It was **commented** that:

- In respect of the proposed structure and membership of the Copperas Hill Project Boards, Governors were pleased to see the inclusion of the LiverpoolSU President on the Programme Board.
- The Board was assured that key staff who were members of all three governance boards were not over-committed and were clear about their role at each stage of the process.
- The Chairman was concerned about the terminology used in relation to the 'Governance Board' and wished to make it clearer that this was the Board led by Governors, and that it was the

driving group responsible for accountability, scrutiny and control of the project on behalf of the Board of Governors.

- The Chairman advised that BDP Architects would provide a report to the Board of Governors at the Governors' Workshop to be held on 2<sup>nd</sup> December 2013.

The Board:

- **Noted** the future governance structure for overseeing the University's Estate Master Plan, recommending that the title of the 'Governance Board' be reviewed.
- **Noted** the progress with regard to Estate Master Planning.
- **Noted** the outline project plan for Estate Master Planning.
- **Noted** the appointment of BDP Architects to develop the University's 10 year Estate Master Plan.
- **Noted** the progress with regard to the University's acquisitions and disposals.
- **Agreed** to the principle that no new estate capital projects will be commenced until the University's Estate Master Plan has been approved.

#### LJMU 13.58 **CHAIRMEN'S REPORTS**

It was **reported** that:

- The Deputy Chairman, Audit Committee advised the Board that there had been some concern regarding the 'IT Support' audit which had received an overall limited assessment. However, it was noted that this had been an area of concern for the Registrar & Deputy Chief Executive and that having identified issues with regard to IT support, he had requested the internal auditors carry out an audit assessment in this area.

#### LJMU 13.59 **MEMBERSHIP & GOVERNANCE ISSUES**

The Board **approved**:

- (i) the appointment of Ms D Shackleton as the Deputy Chairman of the Board/Deputy Pro Chancellor.
- (ii) the appointment of Ms D Shackleton, Deputy Chairman of the Board, as Chairman of the Remuneration Committee.
- (iii) the appointment of Sir B Massie as Chairman of the Audit Committee and Mr B McCann as Deputy Chairman of the Audit Committee.

- (iv) the appointment of Mr A Holroyd as a Member of the Audit Committee.
- (v) the appointment of Ms J Murphy as Academic Board nominee to the Board of Governors.

The Board **approved** and congratulated the members on their appointment to the above posts.

#### LJMU 13.60 **COMMITTEE REPORTS**

The Board **received for information** the minutes in respect of the following Committee meetings:

- (i) Audit Committee minutes of 24<sup>th</sup> June 2013 (LJMU 13/42)
- (ii) Audit Committee minutes of 15<sup>th</sup> July 2013 (LJMU 13/43)

#### LJMU 13.61 **TERMS OF REFERENCE**

The Board **received** the oral report of the University Secretary & Deputy Chief Executive supported by an information paper (LJMU 13/44).

It was **reported** that:

- The Board of Governors was reminded of its ongoing good practice to review its Terms of Reference on an annual basis. A copy of the Terms of Reference and the Governors' 'Statement of Primary Responsibilities' had been provided for the Board's consideration of its relevance and validity in this current time.

It was **commented** that:

- The Board has committed to ensuring that the Board's committee structure is aligned with the new University committee structure and is appropriate to the University's business needs. These issues will be considered by the Chairmen of the Board and Committees during 2013/14.

The Board **received** the report of the Chairman and the University Secretary & Chief Executive and **agreed** that no further changes were required at this time and that these issues will be considered by the Chairmen of the Board and Committees during 2013/14.

#### LJMU 13.62 **BOARD LEVEL AUTHORISATION**

The Board **noted for information** the report on the use of the University Seal and Board Level Authorisation (LJMU 13/45).

#### LJMU 13.63 **ANY OTHER BUSINESS**

There was no other business reported at this meeting.

LJMU 13.64 **DATE OF NEXT MEETING**

Monday 18<sup>th</sup> November 2013 at 5.00 pm

**LIVERPOOL JOHN MOORES UNIVERSITY**

**BOARD OF GOVERNORS**

**Action Point Control Register – Status of Open Action Points as at 18<sup>th</sup> November 2013**

<b>Minute</b>	<b>Action</b>	<b>By Whom</b>	<b>By When</b>	<b>Status</b>
LJMU 13.12 and LJMU13.27 and 13.31	<p><b><u>Governance Arrangements:</u></b> It is proposed that the new Chairman will set up a Steering Group comprising of the Chairman and one or two Governors, and with the ability to co-opt expertise onto the Steering Group at different stages of the project, depending upon the expertise required at that time.</p> <p>The new Chairman will invite two or three people from the Board of Governors who he feels will have the relevant experience and availability, and therefore be best placed to be a member of the Steering Group.</p>	Chairman and University Secretary & Deputy Chief Executive	18 <sup>th</sup> November 2013	<b>Active</b>
Opening remarks - Meeting of 30/9/13	<p><b><u>Secretary's Note:</u></b> The Chairman advised the Board that he would be reviewing the current presentation of the Board minutes with the Chairmen's Group in the near future. It was felt that the current presentation of minutes duplicated information already held within committee reports and could be more succinct to assist Governors in their reading of the most relevant information.</p> <p>The Board <b>agreed</b> to the review of the presentation of the Board minutes to be reported to the next Board in November 2013.</p>	Committee Chairmen	18 November 2013	<b>New</b>
LJMU 13.51	<p><b><u>Student Recruitment:</u></b> The Pro-Vice-Chancellor (External Engagement) will present the new International Strategy to the next Board meeting.</p>	Pro-Vice-Chancellor (External Engagement)	18 November 2013	<b>New</b>  <b>New</b>

Minute	Action	By Whom	By When	Status
LJMU 13.51	<p><u>Student Recruitment:</u> The Board requested an update paper at the next Board meeting outlining the actions being taken across the University to ensure recruitment continues to meet its targets and in those areas where there is a shortfall improvements continue to be made. In addition a timeline for improvements in the recruitment of postgraduates and international students would be welcomed given that very significant changes will not be happening in the next year.</p>	Vice-Chancellor & Chief Executive	18 November 2013	
LJMU 13.53	<p><u>NSS 2013 Outcomes:</u> The Board requested a further update report on agreed actions to be taken by SMT.</p> <p>The Registrar &amp; Deputy Chief Executive advised the Board that different variables and measures, and different source data, are used between the different league tables and he would report back to the Board giving further clarification and explanation.</p>	Vice-Chancellor & Chief Executive and the Registrar & Deputy Chief Executive	18 November 2013	<p><b>New</b></p> <p><b>New</b></p>