

Minutes of the meeting held  
on Monday 18<sup>th</sup> November 2013

*Key abbreviations/acronyms used in these Minutes:*

PVC	Pro-Vice-Chancellor
HEFCE	Higher Education Funding Council for England
KPIs	Key Performance Indicators
ASSUR	Annual Sustainability Assurance Report
NSS	National Student Survey
SMT	Strategic Management Team
PGT	Postgraduate Taught Students
PDPR	Personal Development & Performance Review

**Papers:** You can request a copy of the reports to which reference is made below from the Manager, Secretariat: Tel: 0151 231 3116 or email: [secretariat@ljmu.ac.uk](mailto:secretariat@ljmu.ac.uk) [please note some information is marked as *Restricted Business which will not be available to the public*].

**PRESENT:** Mr R Hill (Chairman)  
Ms D Shackleton (Deputy Chairman)  
Ms N Benson  
Mrs K Byrne  
Mr D Cole  
Ms D Fantin  
Mr P Holme  
Mr A Holroyd  
Mr P Hyland  
Sir B Massie  
Mr B McCann  
Mr G Morris  
Ms J Murphy  
Mr C Reid  
Mr J Stopforth  
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))  
Ms K Johnston (Dean, Faculty of Education, Health & Community)  
Professor R Leatherbarrow (Pro-Vice-Chancellor, (Scholarship, Research & Knowledge Transfer))  
Mr M Power (Registrar & Deputy Chief Executive)  
Ms D Tipping (Meeting Secretary)

Professor R Webster (Dean, Faculty of Arts, Professional and Social Studies)  
Professor P Wheeler (Dean, Faculty of Science)  
Ms A M Wild (University Secretary & Deputy Chief Executive)

LJMU 13.65     **WELCOME**

On behalf of the Board, the Chairman welcomed Ms J Murphy, (Academic Board Nominee) and Ms D Fantin (Staff Governor, Non-Teaching) to their first Board Meeting.

LJMU 13.66     **APOLOGIES**

Apologies for absence were received from Mr S Kenny (Pro-Vice-Chancellor), Professor P Lisboa and Professor D Meehan (Dean, Faculty of Technology & Environment).

<b>Preliminary Formal Business</b>
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LJMU 13.67     **DECLARATION OF INTERESTS**

Any member of the Board who had (or who knew of a family member who had) a material, personal, financial or other beneficial interest in any item on the Agenda was requested to declare that interest at the beginning of the meeting, or to the Chairman prior to the meeting, in order that such declaration could be recorded in these Minutes. No such interest was declared.

LJMU 13.68     **MINUTES OF THE MEETING HELD ON 30<sup>TH</sup> SEPTEMBER 2013**  
(LJMU 13/46)

**Approved.**

LJMU 13.69     **MATTERS ARISING FROM THE MINUTES**

**Reported:** The Vice-Chancellor & Chief Executive provided an update on new actions that have been put in place to support student recruitment and to ensure recruitment continues to meet its targets (Action Point 13.51: LJMU 13/47).

**Secretary's Note:** In accordance with the new presentation of minutes (see LJMU 13.71 below) the order of the items listed below differs from the order of the Agenda.

LJMU 13.70     **HEALTH AND SAFETY MATTERS (standard item)**

**Noted:**

No issues raised.

LJMU 13.71 **MEMBERSHIP & GOVERNANCE ISSUES**

**Noted:**

(a) the update from the Chairman on the membership of the Copperas Hill Steering Group.

**Reported:** the Chairman advised the Board that the Design Consultants, BDP, will be attending the Board's Workshop in December to give a presentation and discuss their preliminary ideas.

**Reported:** There has been some difficulty in recruiting a project specialist with property expertise but the Chairman hoped to have someone in place by March/April 2014.

**Received:**

(b) the annual report from the Nominations Committee in relation to Governor attendance statistics for the meetings/academic year 2012/13. (LJMU 13/60).

**Reported:** The Chairman was pleased to note that the overall attendance of Governors for Board meetings was 83% which was an increase of 2% on the previous year.

**Noted:** the annual report in relation to Governor attendance statistics, recognising there will always be certain circumstances when Governors are unable to attend meetings.

**Received:**

(c) the new presentation of minutes for the Board and its Committees. (LJMU 13/61)

**Noted and approved:** the new presentation of minutes set out in the example provided in the agenda papers, which had been endorsed by the Chairmen of Committees on 28<sup>th</sup> October 2013.

**Noted:**

(d) the Vice-Chancellor and Chief Executive's oral update on the December Workshop.

**Reported:** The Vice-Chancellor & Chief Executive advised the Board that he is delighted with the work so far conducted by BDP Consultants across the Institution, and also with the degree of engagement with colleagues.

**Reported:** There will also be a discussion which follows to agree the topic(s) to be discussed at the January Away Day, which is work in progress at the moment.

**Noted:**

(e) the appointment of Ms D Fantin, Staff Governor (Non-Teaching) from 29<sup>th</sup> October 2013 to 28<sup>th</sup> October 2015.

**Approved.**

LJMU 13.72 **COMMITTEE REPORTS**

**Secretary's note:** Some reports, due to the quick turn round of meetings, and so that the Board had access to the most recent information, were still in draft form and open for amendments by individual committee members. The minutes were provided for information only and would be approved by the individual Committee members at their next meeting.

**Noted:**

- the minutes in respect of the following Committee meetings:
  - (i) Audit Committee, 14<sup>th</sup> October 2013 (LJMU 13/62) and 4<sup>th</sup> November 2013 (LJMU 13/63);
  - (ii) Employment Committee, 21<sup>st</sup> October 2013 (LJMU 13/64);
  - (iii) Finance Committee, 28<sup>th</sup> October 2013 (LJMU 13/65);
  - (iv) Nominations Committee, 28<sup>th</sup> October 2013 (LJMU 13/66);
  - (v) Remuneration Committee, 28<sup>th</sup> October 2013 (LJMU 13/67);
  - (vi) Academic Board, 24<sup>th</sup> June 2013 (LJMU 13/68) and 23<sup>rd</sup> September 2013 (LJMU 13/69).

LJMU 13.73 **BOARD LEVEL AUTHORISATION**

**Noted:**

- the report on the use of the University Seal and Board Level Authorisation (LJMU 13/).

<b>Matters for discussion</b>
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LJMU 13.74 **VICE-CHANCELLOR & CHIEF EXECUTIVE'S REPORT**

(LJMU 13/49) **Some information has been excluded as it could identify individuals and is thus exempted under the Data Protection Act, 1998.**

**Received:** the oral report of the Vice-Chancellor & Chief Executive supported by an advanced briefing note.

**Further reported:** that there is likely to be a further day of action on 3<sup>rd</sup> December 2013 and plans are well advanced to ensure the

University does all it can to reduce the impact on students and staff who wish to work.

**Further reported:** that the University had undertaken a staff survey between 30<sup>th</sup> September 2013 and 21<sup>st</sup> October 2013, and which had received a positive response of 53% by the closing date. The SMT will receive a report and full analysis on 10<sup>th</sup> December 2013 and the outcomes will be reported to Employment Committee and the Board of Governors in March 2014.

**Further reported:** The Vice-Chancellor & Chief Executive reminded Governors that the University would be holding two graduation days, next Monday and Tuesday, 25<sup>th</sup> and 26<sup>th</sup> November, and that the Inaugural Honorary Fellows' Dinner would be held on the Monday evening and to which all Governors were invited.

**Commented:**

- Governors advised that staff may consider it a positive step, depending on the outcome of the staff survey, if the University was to enter for the Sunday Times Top 100 employers' competition. The Vice-Chancellor & Chief Executive advised that he would be keen to do so in future.
- In relation to the University's 'Selected Destination Data', Governors noted that 20% of graduates were not in graduate jobs, and that although the average salary is £22,100 there is still progress to be made to ensure students are employed in the kind of work that will pay off their student loans. The Vice-Chancellor & Chief Executive advised Governors that the University will be conducting a review of its World of Work scheme, looking at benchmark data to ensure the scheme is refreshed going forward and to ensure LJMU students find graduate employment wherever possible. A report will be available to the SMT at the end of the year, and the outcomes would be brought back to the Board at its next meeting in March 2014.

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

- In answer to a query, Governors were assured, in relation to staff who did not take strike action, that processes were in place to ensure they were paid. Staff did not get paid if they did not cross picket lines as well as if they simply failed to attend.

LJMU 13.75

**RISK MANAGEMENT – INSTITUTIONAL RISK REGISTER**  
(LJMU 13/48)

**Reported:** The Strategy Management Director presented to the Board all institutional risks which have a residual (net) score of 12 or above. The Board was advised that Members of SMT routinely review the Risk Register as part of its responsibility for risk management and had undertaken an audit of local risk management

practice and local risk registers from the Faculties and Divisions in November 2013.

The highest scoring risks on the Register related to the recruitment of international and postgraduate students.

**Commented:**

- Governors were informed by the Strategy Management Director that in relation to 'disaster recovery', the University periodically tested a number of scenarios to ensure plans and processes were in place within Faculties and Divisions.
- Further information was provided, on request by Governors, by the Dean, Faculty of Science, regarding the risk in relation to continued funding of Liverpool Telescope operations, who advised that discussions were ongoing at this present time.
- The Chairman advised that Governors would find it helpful if those risks on the Register which held a significant financial risk could be 'marked up' for the attention of Governors. This would ensure Governors are made aware of any issues which could affect the University's financial strategy during what will be a testing time for the University's resources in regard to its large capital projects.

**Action: Strategy Management Director**

**Noted:**

- the most recent version of the Institutional Risk Register.

LJMU 13.76

**NSS/LEAGUE TABLES**

**Received:** the following reports from the Registrar & Deputy Chief Executive.

- the National Student Survey Action Plan Report (LJMU 13/53)
- the League Table Measures Summary (LJMU 13/54)

**Commented:**

- The Pro-Vice-Chancellor (Education) advised the Board that the NSS Action Plan Report should be noted in conjunction with the Vice-Chancellor & Chief Executive's report which outlined 'NSS networks' and the introduction of 'NSS champions' across the University with lead responsibility by the Pro-Vice-Chancellor (Education).

- Governors were assured that plans had been developed within the Faculties and that an accountability process was in place with Deans reporting back to the SMT.
- The Chairman requested further updates to be reported to the next Board of Governors' meeting.

**Action: Registrar & Deputy Chief Executive**

- One Governor thought it may be helpful to encourage the Association of Universities (Universities UK and/or HEFCE) to consult with those publications of league tables in order to agree the methodology behind them and to ensure a standard approach. This approach had not been adopted across the sector, despite previous attempts, as many institutions wished to distance themselves from the outcomes of the league tables.

**Noted.**

LJMU 13.77

**ANNUAL STRATEGIC PERFORMANCE REPORT 2012/13**  
(LJMU 13/55)

**Received:** the report of the Strategy Management Director.

**Reported:** the document was set out in the following three substantive sections:

- Section 1: Headline Performance: highlighted the main strategic performance issues for the consideration of the Board of Governors.
- Section 2: Strategy Assessment – One Year On: presented the outcomes of discussions from an SMT Workshop held in September 2013.
- Section 3: Key Performance Outcomes 2012/13: showed the same Key Performance Outcomes that were presented to the Board in November 2012, and updated for the 2012/13 performance. These would also be available on-line.

**Commented:**

- Governors requested a paper which outlines the percentage of income the University spends on staffing in relation to the staff/student ratio. Governors wished to be more clear about why the University has a higher than average spend on staff as a proportion of income and a lower than average staff/student ratio? The Vice-Chancellor & Chief Executive advised that the University is currently conducting an in-depth analysis into this issue and will bring a further paper back to the Board outlining the findings of that analysis.

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

- Governors requested further comparators and targets on: tutorial contact hours by Faculty; cancellation of lectures and tutors; and staff absence for both academic and non-academic staff. The Strategy Management Director advised Governors that these areas are being investigated this year and this information will be provided to the Board.

**Action: Strategy Management Director**

**Noted:**

- The headline performance highlighting the main strategic performance issues.
- the 'One Year On' section provides assurance to the Board of Governors of the attention being paid by the SMT to the delivery of the Strategic Framework 2012-2017.
- the key performance outcomes and that in a small number of cases, in particular under Research and Scholarship and Social and Economic Engagement, data for 2012/13 is not available until December 2013 and will therefore be re-presented to the Board of Governors during 2013/14.

**Action: Strategy Management Director**

**Matters for approval or information**

LJMU 13.78     **2012/13 YEAR END FINANCIAL STATEMENTS** (LJMU 13/51).

**Received:** the report of the Finance Director & Deputy Chief Executive.

**Secretary's Note:** Board members had received the 'Operating Statement' to the Financial Statements separately and later than other Board papers. A copy was provided by post and email with an additional copy tabled at the meeting.

**Reported:** That the financial statements had been provided to the Finance Committee on 28<sup>th</sup> October 2013 and the Audit Committee on 4<sup>th</sup> November 2013. The financial headlines are as follows:

- An underlying operating surplus of £9.3m
- Historical cost surplus for the year £7.0m
- Capital expenditure £16.3m
- Income increase of 1.1% to £172.4m
- Expenditure increase of 0.4% to £166.0m

The Finance Director & Deputy Chief Executive was pleased to also inform the Board that the year-end audit had received no management letter points from the External Auditors.



**Commented:**

- The Chairman welcomed the positive results outlined in the financial statements, noting that the accounts had been audited with no points raised within the External Auditors' Management Letter. The Chairman, on behalf of the Board, wished the Board's thanks to be cascaded to all those who had worked on the papers and those who had contributed to the financial results shown in the report.

**Action: Finance Director & Deputy Chief Executive**

- The Board noted the healthy financial position of the University and **approved** the audited Financial Statements 2012/13, which would be duly signed by the Chairman of the Board and the Vice-Chancellor & Chief Executive at the end of the meeting before submission to HEFCE by 2<sup>nd</sup> December 2013.

LJMU 13.79 **INTERNATIONAL STRATEGY REVIEW** (LJMU 13/51) **Some information has been excluded due to its commercial sensitivity.**

**Received:** the report of the Pro-Vice-Chancellor (External Engagement).

**Reported:** that the paper presented a new International Strategy statement for LJMU and the findings of the recent International Review, together with a comprehensive set of recommendations for future strategic direction and growth.

**Reported:** Upon receiving the Review in September the SMT had agreed:

**Reported:** An International Strategy Statement was developed via staff, school, and faculty consultations and approved by the Senior Management Team in September 2013. The Statement was outlined on page 5 of the report and Governors were asked to support its adoption as policy for the University's international activities within the strategic framework.

**Commented:**

- The Vice-Chancellor & Chief Executive reminded the Board of the background which had culminated in the Governors' agreement that international activity would be a key component of the Strategic Framework. It was recognised that the University aspired to be a modern civic university with a global outlook.

- The University now needs to ensure the International Strategy is communicated across the University and it is being given high priority by the SMT.
- The Vice-Chancellor & Chief Executive also assured Governors that issues of risk were brought to the attention of Governors as soon as possible. There were standing items on all Board agendas in relation to NSS/League Tables and Risk to ensure due consideration is given to emerging issues. The University have provided Governors with a comprehensive document today on performance indicators which outlined long-term and medium term trends. The Risk Register, also provided today, is a dynamic document where Governors will see things added on and taken off. The Vice-Chancellor & Chief Executive assured Governors that he is as confident as he can be that there will be 'no surprises'.
- Governors assured the Vice-Chancellor & Chief Executive that they wished to support the University with full trust in the Vice-Chancellor and the SMT and that an early indication of emerging issues would assist them in supporting the changes the University needed to make to address these issues. Governors thought it important that the culture should not be about "blaming" individuals or previous circumstances and wished to help the University improve. This was an important message to give to staff which would in turn encourage staff to raise issues of concern.
- Governors were pleased to receive the documents that had been provided to the Board at today's meeting, and previous meetings, which assured them that the University was being open and transparent.
- The Chairman of the Board welcomed the excellent, informative and constructive report from the Pro-Vice-Chancellor (External Engagement) and confirmed the Board's strong support for the International Strategy. The Chairman requested that further information be provided to the Board in due course to update the Board on progress being made and how resources are being applied to support the implementation of the Strategy.

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

- The Pro-Vice-Chancellor (External Engagement) wished it to be noted that the analysis of the information provided within the report was informed and supported by all members of the SMT.

**Resolved: to**

- (a) give their full and strong support to the adoption of the International Strategy statement as part of the University's strategic framework 2012-17.

(b) note the decline in income from international activities and to note the findings and recommendations of the Review.

LJMU 13.80 **ANNUAL SUSTAINABILITY ASSURANCE REPORT (ASSUR)**  
(LJMU 13/52)

**Received:** the report of the Finance Director & Deputy Chief Executive and the Strategy Management Director.

**Reported:** an update was provided on the optional reporting requirements for the Annual Sustainability Assurance Report to the HEFCE and to seek approval of the selection and rating of the KPIs for the first year.

**Resolved:** to

(a) approve the proposed KPIs for use in the first ASSUR report and inclusion for the annual return.

(b) approve the ASSUR return for onward submission to HEFCE.

LJMU 13.81 **LIVERPOOLSU REPORT: STUDENT MATTERS** (LJMU 13/56)

**Received:** the report from the Student Governors.

**Commented:**

- Governors were pleased to note that the vision in the long-term for the location of the Students' Union was to be situated within the Copperas Hill site.
- The Chairman thanked the Student Governors for their report which made it clear that the Students' Union is relating to students and acting in their best interests. The Chairman commended the collaboration with Deans, via the Student Voice Reports, which is a useful way of providing feedback from students to the University.

**Noted.**

LJMU 13.82 **YEAR END ANNUAL REPORTS TO HEFCE**

**Received:** the report of the Chairman, Audit Committee (including the Audit Committee Assurance Map – internal use only) (LJMU 13/57).

**Noted:**

(i) the Audit Committee Annual Report for the year 2012/13 and that the report would be forwarded to the Head of Regulation at the Funding Council and that the internal auditors' annual report, and the

external auditors' management letter (and management response), would be included as appendices to the Annual Report.

**Noted:** that the Internal Auditors had provided assurance for the University's Internal Control system.

**Noted:** the Audit Committee Assurance Map 2012/13 provided for internal assurance to the Audit Committee.

**Received:** the report from the University Secretary & Deputy Chief Executive (LJMU 13/58).

**Noted:**

(ii) the Corporate Governance Statement 2013 and the Report on Delivering the Public Benefit.

**Noted:**

That the Corporate Governance Statement 2013 and the Report on Delivering the Public Benefit is incorporated within the Annual Financial Statements which will be submitted to HEFCE by 2<sup>nd</sup> December 2013.

**Approved.**

LJMU 13.83 **ANNUAL MONITORING STATEMENT** (LJMU 13/59)

**Received:** the report of the Registrar & Deputy Chief Executive.

**Commented:**

- The Deputy Chairman of the Board drew members' attention to page 7 of the report in relation to equality and diversity data held for the governing body. The Deputy Chairman was disappointed to note that a high number of Governors had "preferred not to" provide this information. The Deputy Chairman felt this would send out the wrong signal from the Board to students and staff in terms of openness, disclosure, monitoring and evidence, and therefore recommended the survey be re-issued to Governors tomorrow and would encourage Governors to complete the survey and return as a matter of urgency for inclusion in the Monitoring Report.

**Action: Committee Secretary and Board Members.**

**Approved** the report; taking into account the re-survey of members of the Board in relation to diversity monitoring data before submitting to HEFCE.

LJMU 13.84 **CHAIRMEN'S REPORTS**

**Received:** the oral reports and highlights from the Chairmen of Committees.

**Reported:** Audit Committee highlights have been well reported in LJMU 13.82 above.

**Reported:** The Chairman of Finance Committee reported the following highlights:

- The Finance Committee had received the Outturn report for the financial year 2012/13 and the Monitoring Report and Forecasts for 2013/14. The Chairman of Finance welcomed the positive results outlined in both reports noting the culture change coming through the management of the organisation and culminating in the realisation of efficiencies and savings which is extremely encouraging.
- It has also been reported that the SMT had agreed to cease all new building upgrades or refurbishment works, unless the work is agreed to be business critical by the Vice-Chancellor & Chief Executive, until the University's forthcoming Estate Master Plan has been agreed.
- A couple of concerns regarding the Internal Control processes in relation to LiverpoolSU had been noted and the Chairman had suggested that the Chief Executive of LiverpoolSU should take this back to the Union's auditors for consideration.
- The Chairman was concerned about the University's carbon emissions and it being unlikely to meet its targets set for 2020 and also the additional environmental issues indicating that this was moving away from an Estate Management issue to an overall University issue. The Chairman had requested a further review to be reported back to Finance Committee and the Board of Governors early in 2014.

**Reported:** the Chairman of Employment Committee reported:

- Employment Committee had been pleased to note that the response rate for the Staff Survey was 53% compared to the previous survey which had a 19% response rate. This allows the University to see much more accurate information at the institutional level and which will enable the University to drill down further to individual schools and divisions. The Committee will receive the outcomes of the Staff Survey at its next meeting in March 2014.
- An SMT Working Group has been established to analyse information provided as part of a recent audit into the PDPR process over the last year. The outcomes of the analysis will be considered by the Employment Committee which will be looking at that in relation to performance management and rewards and

recognition for staff. The University has gone through a number of years with limited or no pay awards and is now looking at ways in which it can award and recognise staff, noting that reward and recognition is not just about pay. However, in the first instance it is important for the University to have a robust performance management system in place to allow for those decisions of recognition and reward to be made.

**Noted.**

LJMU 13.85 **ANY OTHER BUSINESS**

- The Chairman advised the Board that this was the last Board meeting for two of the Attendees, namely Mr S Kenny, Pro-Vice-Chancellor and Ms K Johnston, Dean (Faculty of Education, Health and Community). The Chairman, on behalf of the Board, thanked the Attendees for their contribution to the Board and the University and wished them well for the future.
- The Chairman also advised that this was the last meeting of the Staff Governor (Teaching), Professor P Lisboa. Professor Lisboa had been a Governor since February 2010 and the Chairman, on behalf of the Board, wished his thanks to be noted in the minutes.
- Elections for the new Staff Governor (Teaching) will be held between 27<sup>th</sup> January and 7<sup>th</sup> February 2014.

LJMU 13.86 **DATE OF NEXT MEETING**

Monday 2<sup>nd</sup> December 2013 at 5.00pm – 8.30 pm (Workshop)

Wednesday 29<sup>th</sup> and Thursday 30<sup>th</sup> January 2014 (Overnight Strategic Event, Formby Hall – details to follow).

Monday 31<sup>st</sup> March 2014 at 5.00pm (Board Meeting).

**LIVERPOOL JOHN MOORES UNIVERSITY**

**BOARD OF GOVERNORS**

**Action Point Control Register – Status of Open Action Points as at 31<sup>st</sup> March 2014**

<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	31 <sup>st</sup> March 2014	<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>Discharged</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>Discharged</b>

Minute	Action	By Whom	By When	Status
LJMU 13.51	<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.	Vice-Chancellor & Chief Executive	18 November 2013	<b>Discharged</b>
LJMU 13.53	<u>NSS 2013 Outcomes:</u> The Board requested a further update report on agreed actions to be taken by SMT.  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.	Vice-Chancellor & Chief Executive and the Registrar & Deputy Chief Executive	18 November 2013	<b>Discharged</b>  <b>Discharged</b>
LJMU 13.74	<b><u>Vice-Chancellor &amp; Chief Executives Report:</u></b> In relation to the University's 'Selected Destination Data', the World of Work scheme is under review and a paper will be brought back to the Board at its next meeting.	Vice-Chancellor & Chief Executive	31 March 2014	<b>New</b>
LJMU 13.75	<b><u>Risk Management – Institutional Risk Register:</u></b> The Chairman requested those risks which held a significant financial risk could be 'marked' with a red asterisk or in some other way for Governors' assistance.	Strategy Management Director	7 July 2014	<b>New</b>
LJMU 13.76	<b><u>NSS/League Tables:</u></b> The Chairman asked for a further update report in relation to NSS Action Plans.	Registrar & Deputy Chief Executive	31 March 2014	<b>New</b>
LJMU 13.77(a)	<b><u>Annual Strategic Performance Report 2012/13:</u></b> The Vice-Chancellor & Chief Executive advised the Board that the University is currently conducting an in-depth analysis into spending on staffing in relation to income. A paper would be brought to the next meeting.	Vice-Chancellor & Chief Executive.	31 March 2014	<b>New</b>



Minute	Action	By Whom	By When	Status
LJMU 13.77(b)	<b>Annual Strategic Performance Report 2012/13:</b> Governors requested further comparators and targets on: tutorial contact hours by Faculty; cancellation of lectures and tutors; and staff absence for both academic and non-academic staff.	Strategy Management Director.	31 March 2014	<b>New</b>
LJMU 13.77(c)	<b>Annual Strategic Performance Report 2012/13:</b> in a small number of cases, in particular under Research and Scholarship and Social and Economic Engagement, data for 2012/13 is not available until December 2013 and will therefore be re-presented to the Board of Governors during 2013/14.	Strategy Management Director	31 March 2014	<b>New</b>
LJMU 13.78	<b>2012/13 Year End Financial Statements:</b> The Chairman, on behalf of the Board, wished his thanks to be cascaded to all staff who had worked on the background papers to the Financial Statements.	Finance Director & Deputy Chief Executive	November 2013	<b>Discharged</b>
LJMU 13.79	<b>International Strategy Review:</b> The Chairman requested that further information be provided to the Board in due course to update the Board on progress being made and how resources are being applied to support the implementation of the International Strategy.	Pro-Vice-Chancellor (External Engagement)	31 March 2014	<b>New</b>
LJMU 13.83	<b>ANNUAL MONITORING STATEMENT:</b> The Deputy Chairman of the Board recommended that the survey for Governors' diversity information be re-issued and completed as a matter of urgency for inclusion in the Monitoring Report.	Committee Secretary and Board Members	22 November 2013	<b>Discharged</b>