



BOARD OF GOVERNORS

FINANCE COMMITTEE

**Minutes of the meeting held
on Wednesday 13 March 2013**

PRESENT: Mr R Hill (Chairman)
Mrs K Byrne
Mr P Hyland
Mr G Morris
Mr J Stopforth
Professor N Weatherill (Vice-Chancellor & Chief Executive)

IN ATTENDANCE: Mr P Abernethy (President, LiverpoolSU) (Item 4 only)
Ms J Bertolini (Finance Director & Deputy Chief Executive)
Mr C Davies (Director of Estate Management)
Mrs B McGuinness (Deputy Finance Director)
Mrs D Tipping (Committee Secretary)
Ms J Whalen (Chief Executive, LiverpoolSU) (Item 4 only)
Ms A M Wild (University Secretary & Deputy Chief Executive)

FC 13.01 **APOLOGIES**

Apologies were received from Mr J Carson.

FC 13.02 **MINUTES**

Page 2 of the minutes of the meeting held on 29 October 2012, under the heading of LiverpoolSU Financial update, bullet point 5, the financial year had been recorded incorrectly as 2011/12 and would be amended to 2012/13.

The minutes of the meeting held on 29 October 2012 were **approved** as a correct record, with one amendment made as above. (FC 13/01).

FC 13.03 **MATTERS ARISING NOT SHOWN ELSEWHERE ON THE AGENDA**

- On page 5 of the minutes of the meeting held on 29 October 2012, the Chairman had requested some reporting on incomes for its commercial activities, and in particular with regard to the 'Starbucks Licences'. The Vice-Chancellor advised the Committee that the Strategic Management Team (SMT) was currently reviewing the catering provision and a report would come back to the Finance Committee in June.

Action: Vice-Chancellor

- The Committee requested that a heading be inserted into the Action Points held on the Action Registers attached to the minutes. This would assist with understanding what the action related to without having to refer back to the minutes.

Action: Committee Secretary

FC 13.04

LIVERPOOLSU FINANCIAL UPDATE

The Committee **received** the report of the LiverpoolSU Chief Executive and the LiverpoolSU President (FC 13/02).

It was **reported** that:

- Year End Outturn 2011/12: LiverpoolSU started the year with positive reserves of £46k. The Union was able to generate a surplus of £170,835 for the 2011/12 financial year, which had led to an improved reserves position.
- The Union's Board of Trustees were satisfied that the £200k reserves position had been met and will seek to: create budgets going forward with significantly reduced surpluses enabling LiverpoolSU to deliver more for students; begin discussions with LJMU about repaying the loan; and create a designated pension reserve to mitigate any future changes to the Students' Union Superannuation Fund which had now been closed to new members. The Union had set up access to a replacement scheme, the National Union of Students Pension Scheme (NUSPS), with effect from 1 October 2011.
- The Union received £2,154k for the year with the principal sources of funding continuing to be the block grant provided by the University and trading operations.
- Total spend in relation to the year was £1,984k. £1,345k was spent on direct 'Charitable Activities', representing the cost of running the Union, including providing support and facilities to students. Other spend included trading purchases of £531k relating to the Union's bar, catering and retail operations and governance costs of £49k.
- Performance Year to Date 2012/13: In December 2012 the Union undertook a full reforecast of the budget and is still projecting a £50k surplus to this financial year end (31 July 2013).
- Significant investments had been made this year of £140k in staff positions, including; Director of Commercial Operations; Director of Member Support and Development; two new members of the marketing team and three Graduate Development posts in the Union's commercial areas.
- In September 2012 the Union opened a new Starbucks franchise at the I.M. Marsh Campus and in February a smaller one at the Henry

Cotton Building. The customer feedback from students and staff had been very positive but it is essential that both must be profitable if they are to remain open.

- Discussions continue between the Union and LJMU regarding the relocation of the Union and therefore the Trustees had not invested in the fabric of the Haigh building. This was now becoming untenable as the building is falling into disrepair.
- Retail trade continues to suffer due to reduced footfall passing the Union's outlets as a consequence of the closure of LJMU buildings. At Byrom Street, research had identified that students are shopping at the better signposted, more easily accessible University Starbucks store than at the Union shop. At the Haigh building, footfall is increasingly diminishing culminating in the Haigh shop making a loss for the first time.
- The National Student Survey (NSS) had highlighted that the Students' Union needed to communicate more effectively the difference the Union makes to the student experience. LiverpoolSU had requested access to student information to assist with effective communication and discussions were ongoing with LJMU.
- In January 2013 the Union had repaid half of the outstanding loan amount to LJMU, and now wished to make a request that the University "writes off" the remaining loan to allow LiverpoolSU to use the funds for mutually beneficial capital expenditure on outreach materials.

It was **commented** that:

- The President of LiverpoolSU further explained to the Committee that the Students' Union had previously accounted for savings of £150k that it would have saved from moving out of the Haigh building. However, now that it had been realised that a possible move would not occur for another 12 months, they hoped to use the remaining half of the outstanding University loan to invest in increasing its Student Voice work. The President outlined that this would be beneficial to the University as it would help to improve NSS results.
- The Chairman advised the President and the Chief Executive of LiverpoolSU that, although he understood the reasoning for the above request, the University was operating during an uncertain future due to cuts in funding levels and having to make savings across the Institution. Committee members felt that the University was not in a position to 'write-off' the remaining half of the loan to LiverpoolSU as this would send out a conflicting message across the University, particularly since staff were having to find savings and make cost reductions during this challenging economic climate.

- The Vice-Chancellor and the Finance Director and Deputy Chief Executive welcomed the continuing working partnership with LiverpoolSU and would continue to have a dialogue with LiverpoolSU. It was agreed that the University could share its thinking in relation to its own financial modelling taking place throughout the year so that the Students Union could be best placed to make its own financial assumptions going forward.
- The Committee recognised that the Students' Union was conducting its affairs in the proper manner in terms of its commercial activity, and commended the Union and its Board for their good financial management. The Committee would be interested to see how the improvements the Union had made, and in particular with regard to the appointment of new senior posts, embed, and what benefits will come from that. Further discussions would need to take place regarding the repaying of the remainder of the University's loan to LiverpoolSU.
- The President of LiverpoolSU looked forward to further discussions and thanked the University for its continued commitment to working in partnership with the Union.
- The Chairman informed the President and the Chief Executive of LiverpoolSU that this was his last meeting as Chairman of the Finance Committee and thanked them both for their support and excellent reports during his time as Chairman.

The Committee **noted** the report.

FC 13.05

PROPERTY AND CAPITAL DEVELOPMENT PROGRESS REPORT

The Committee **received** the report of the Finance Director & Deputy Chief Executive (FC 13/03).

It was **reported** that:

- An update was provided to Committee on the financing and progress of the University Capital Development Programme. The report also highlighted progress with regard to the financing, disposals and acquisitions arrangements.
- The Committee had previously been advised of the actions taken in controlling expenditure in relation to the Capital Development Programme. These actions are continuing until the University's future Master Plan has been agreed. In addition, the Estate Management team is continuing to review building opening hours and timetabling to ensure that the estate is being utilised effectively.
- John Foster Building: The Finance Committee was aware that the lease on 68 Hope Street expires in June 2013. The School of Humanities and Social Science currently accommodated in 68 Hope Street will be relocating to the John Foster Building in

summer 2013. To increase operating efficiency and to continue to cluster activities, the remaining programmes delivered in the Dean Walters Building will also transfer to the John Foster Building, allowing the University to close the Dean Walters Building and potentially realise a capital receipt for the property.

As the John Foster Building will only be partially utilised by the School of Humanities and Social Science, the University is currently considering the option to relocate both Drama from the Joe H Makin Building and the Liverpool Students' Union from the Haigh Building into the John Foster Building, creating further opportunities for space and capital receipts.

- 68 Hope Street: As reported above the lease on 68 Hope Street will end in June 2013 generating a lease saving of £263,000 per annum along with associated revenue savings of £300,000 arising from clustering activities in 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 saving 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. The University's agents CBRE are currently reviewing market conditions and preparing a disposal strategy.
- Art & Design Academy: The Committee had previously been advised of the potential litigation in relation to professional fees for the consultants acting on the Art and Design Academy project (Ramboll UK). Negotiations are ongoing to resolve this matter.
- Max Perutz Building: The redevelopment of the Max Perutz Building to provide accommodation for the Faculty of Science is progressing to programme and budget. The development is due to complete for the start of semester one in September 2013.
- Byrom Street Social Zone: As previously reported to the Committee the development of a new building to provide student social space and catering facilities has commenced in the grounds of the Byrom Street Campus. The development commenced in December 2012 and is progressing to programme and budget. The development is due to complete in April 2013.
- Tom Reilly Building: As previously reported to Committee, the lead designer, Austin Smith Lord (ASL), has informed the University that they believe they are entitled to an increase in fees, due to the increase in construction value agreed in the final account with the Principal Contractor. The University has provided for this exposure.
- Tithebarn Building: The ongoing refurbishment of the Tithebarn Street Building continues to make excellent progress. The final

phase of the development is the refurbishment of the third floor to create enhanced teaching accommodation and a series of Clinical Practice Suites. Works will be completed for semester one in September 2013. Following completion of this project the Faculty of Health and Applied Social Sciences will consolidate all teaching activities in the Tithebarn Street Building, therefore improving the student experience.

- Henry Cotton Building: The University is in the process of transferring 25 staff from the Centre of Public Health, under the TUPE regulations (Transfer of Undertakings (Protection of Employment) Regulations 2006), to Public Health England. As part of the TUPE transfer, Public Health England has requested that the University grant them the lease to the current space occupied by those 25 staff. The proposed lease is due to be signed when the TUPE transfer takes place on 1 April 2013. The University is currently negotiating the lease cost.
- IM Marsh Campus: The University is committed to maintaining the IM Marsh Campus as fit for purpose and ensuring that the student experience is consistent across the University until the future Master Plan has been agreed. For summer 2013, a further investment of £400,000 will be carried out. This investment will be targeted at general teaching accommodation to enhance the student experience.
- Carbon Management Programme: At the end of year three of the current carbon management programme (CMP), savings amounting to 40% (1505t CO₂) of the five year target (3743t CO₂) have been realised through the measures introduced over the first three years of the programme. Changes in the building portfolio and uses of buildings have impacted on the University's reduction measures. During the period gas consumption has reduced, while electricity usage has increased.

LJMU is a participant in the CRC Efficiency Scheme (Carbon Reduction Commitment). The University's payment is forecast to rise from £141k to £152k as this will take into account consumption from the Redmonds Building which opened in September 2012.

- Potential Disposal Issues: As previously reported to Committee the University currently has a number of properties that have been vacated: 4-6 Rodney Street and 10 Rodney Street. The Director of Estate Management is monitoring market potential and will report back to Committee when an optimum outcome is anticipated.

It is proposed to terminate the lease for Twelve Quays in July 2013. The current occupants are the Astrophysics Research Institute. The University is currently finalising negotiations with Liverpool Science Park to enter into a new leasehold agreement in Phase 2 of the Science Park Building (IC2).

- Copperas Hill Site: **RESTRICTED MINUTE NOT FOR PUBLIC INFORMATION.**
- Master Planning: The University continues to develop a Master Plan. Following the January 2013 Board of Governors' Workshop, the SMT is currently developing a Master Plan for final Board of Governors approval.

It was **commented** that:

- Committee members would find it useful to have the top-line budget provision for the financial year within the financial schedule provided to assist with their understanding on the financing and progress of the University Capital Development Programme.

Action: Deputy Finance Director

- Costings indicated for the Copperas Hill project were in relation to utilities etc. and had been included within planned expenditure and within the budget allocated to Estate Management.
- The Committee wished to have a better understanding around the issues in relation to the Carbon Management Programme, and particularly on the increase in relation to the CRC efficiency scheme. The Director of Estate Management advised that the full report is on the website but it would be useful to summarise and provide further explanation for the Committee.

Action: Director of Estate Management

- Committee members awaited further information regarding the rationalisation of the Estate and whether there would be a restructuring or reconfiguration of the estate to accommodate Carbon Management efficiencies.
- The Director of Finance and Deputy Chief Executive indicated that a further presentation could be brought back to the Committee as it was now timely to re-group in relation to the new Master Planning and revisit the targets the University has to reach over the next 7 years and the financial implications of not reaching those targets.

Action: Director of Finance and Deputy Chief Executive

- The Director of Estate Manager advised the Committee that the University will need to look at programme delivery in the next 5 years and how that will impact on the University's carbon efficiencies. New technology generates more energy.

The Committee:

- **Noted** the progress with regard to capital development projects, acquisitions and disposals.

- **Noted** the current position regarding outstanding fee claims by professional teams relating to the Art and Design Academy (ADA) and Tom Reilly Building (TRB).
- **Noted** progress with regard to Master Planning.
- **Noted** the current position regarding the proposed transfer of staff from the Department of Public Health into Public Health England.

FC 13.06

TRAC RETURN 2011/12

The Committee **received** the report of the Finance Director and Deputy Chief Executive (FC 13/04).

It was **reported** that:

- The purpose of the report was to present the University's TRAC return to the Committee for confirmation of compliance with the Statement of Requirements.
- The University reported a surplus on Non-publically funded and 'Other' activity and is not therefore subsidising these activities from public funds. Although there is a significant deficit on research, the extent of this is in line with the University's peer group and the sector as a whole.
- The TRAC return process was audited by LJMU's internal auditors in March 2012 (based on the 2010/11 TRAC return). It is not a requirement that the TRAC return is audited on an annual basis. However, the return is audited annually in order to provide assurance internally with the outcome available for external scrutiny if required. The next internal audit will take place in March 2013.

It was **commented** that:

- The Director of Finance and Deputy Chief Executive indicated to the Committee that this TRAC return had been completed in a more robust manner than in previous years due to the adoption of using information from Workload Allocation Models in 4 faculties. The resulting TRAC return demonstrates that LJMU is using public funds in the manner anticipated by HEFCE. The University is looking at this more dynamically going forward to see how we can utilise the information more meaningfully.
- Committee felt that in order to confirm compliance of the TRAC return it would need to be circulated to Committee members beforehand and at this stage the Committee was only able to review and accept the return.
- The Director of Finance and Deputy Chief Executive explained that the timeline for TRAC was very tight and out of sequence with

scheduled Committee meetings, but would look further into how best to provide this information to the Committee. The Deputy Finance Director explained that software was now available which would enable the University to drill down further and develop more substance to the information which would be more useful to the Finance Committee.

Action: That from the next financial year the TRAC return will be submitted to Finance Committee for information and comment before submission. It was understood that this would have to be done electronically and that the turn-round time would be tight.

The Committee **reviewed** and **accepted** the return.

FC 13.07

HALF YEAR MONITORING REPORT

The Committee **received** the report of the Finance Director and Deputy Chief Executive (FC 13/05).

It was **reported** that:

- The University faces a challenging financial planning year as it aims to maintain the savings from the 2012/13 year whilst strategically investing and planning for the 2013/14 year and beyond. There remains the potential for further reductions in HEFCE (Higher Education Funding Council for England) grant in March 2014.
- The half year re-forecast anticipates an improved position over the budget set for 2012/13. The University will need to manage expenditure to ensure that this forecast is delivered. The substance of the forecast in-year improvements is one-off in nature. This presents challenges for setting a sustainable, deliverable budget for 2013/14. This budget will need to successfully provide a platform for managing uncertainty over future income streams and the consequences of the one-off nature of the 2012/13 forecast improvements.
- The historic cost budget surplus for the year was £1.4m. However, this includes the assumed costs of FRS 17 (Pensions) at £3m. If this is excluded, the operational budget surplus was £4.4m.
- Funding Council Income: Confirmation of the initial HEFCE grant allocation was received over the summer. Although there has been no formal indication from HEFCE, there is still a slight possibility that further reductions may occur in the HEFCE grant letter in March 2013. However, no provision for this has been made in the forecast. Significantly reduced income is now reflected within the funding council income and instead this is reflected in the tuition fee income from students due to the changes in funding from HEFCE and the increase in fees to £9k from students.

- Student Recruitment: The University's budget for 2012/13 assumed fee income of £85.6m (home £77.8m, overseas £7.8m). The overall budgeted fee income for the year should be exceeded due to good home and international tuition fee income. The income within the forecast reflects the fact that the University has recruited and retained Home/EU students above the budget value by £1m and International students above the budget by £0.2m. Retention rates from level 4 to level 5 have remained around 89%.
- Teaching Agency (TA): The budget includes income of £1.9m from the TA. The targets were not quite achieved and a claw back of £80k will be made.
- NHS: The budget includes £10m of NHS contract income. Confirmation of the continuation of the funding for the period into the new NHS year (April – July 2013) has now been received and no change to the forecast is required.
- Pay Award and Pensions: The pay award of 1% was made in the December pay period with effect from 1st August 2012. Based on prior years (£2.6m 2011/12, £2.9m 2010/11), the FRS 17 Pension cost of £3m within the budget remains appropriate.
- Strategic Investment – Strategic Roles: As noted previously, a significant investment of £5.6m was assigned to the enhancement of the staffing establishment to improve Student Staff Ratios (SSRs) and increase research roles. The majority of these appointments have been made and many have commenced working at the University, including over 44 research roles.

At the half-year not all of the £5.6m is expected to be required in 2012/13 due to a slower recruitment process than expected, but this will be a one-off savings opportunity and cannot be relied upon to deliver recurring savings. An expected one-off saving due to the delay in the appointments of £1.6m is forecasted.

- Faculties and Divisions: In order to fund the strategic investment it was recognised through the budget that specific savings targets of £1.6m across the faculties and services would need to be achieved. At this stage some of the savings have been achieved or identified, but many have been achieved through one-off savings rather than of a recurring nature. Some of the savings have not been achieved. Both the lack of savings and the one-off nature of some of the savings will need to be addressed through the formation of a sustainable budget for the 2013/14 year and beyond. Overall the net effect of faculties and divisions in the forecast is additional costs of c£900k. In addition to this are one-off savings due to the Pro-Vice-Chancellor (PVC) vacancies of £300k and additional costs of £400k associated with the '2012 student offer' to assist all students with print credits.

- Institutional: In order to ensure a financially sustainable University, the management of uncertainty over future income streams and the one-off nature of some of the 2012/13 forecast improvements will need to take place. In order to achieve these, it is anticipated that additional provision for restructuring may be required. This is expected to be achieved through the release of contingency funds within the budget. As 2012/13 is the first year that the £9k fees have been introduced, and based on current debtor trends, an additional doubtful debt provision may also be required. As previously reported through the capital report, there is a dispute over some of the fees associated with the building of both the ADA and the Tom Reilly buildings which have now progressed into a legal claim and should be provided for. These potential provisions have been increased by £400k in the forecast.
- Bursaries and Scholarships: Following the final outturn position for 2011/12 and the changes to the bursaries agreed by OFFA, the budget of £7.2m has not been altered and is expected to be sufficient. This is the first year of the new National Scholarship Programme whereby HEFCE has funded the University with £660k and the University has match funded this with a further £660k. The scholarships are awarded to the students in instalments of £500 cash in both November 2012 and April 2013, and a £2,000 fee waiver for each of the student recipient's tuition fee (£3,000 per recipient).
- Utilities: It is anticipated that utilities will be within budget in line with a new utilities contract agreed at the time of setting the budget.
- Commercial and Collaborative Project Surpluses: Project surpluses of over £1.6m attributable to collaborative and commercial projects are contained within the forecast. The substance of this is one-off. The forecast now provides a more realistic view for 2012/13 based on expected project closures during the year.
- Net Cost of Capital: This will be in line with the budget. Whilst the charge for depreciation is expected to be less than budget by c£500k, this is expected to be offset by charging some of the capital development projects directly through to the Profit & Loss (P&L) account.

The original terms of the £60m loan facility the University has with Barclays Bank was that the final £20m would be drawn down by 28 May 2013. The bank has agreed in principle for the facility to be extended by a period of up to 6 months to 28th November 2013. This would not impact upon the final maturity of the facility which would remain 28th May 2038. All other terms would remain unchanged and the University would continue to pay the non-utilisation fee on the undrawn facility at the same rate (0.75% p.a.). Further decisions about this will be taken in connection with the overall Estates Strategic Master Planning.

- Latest Outturn Forecast: Based upon the above factors, the forecast position for the year is a historic cost surplus of £4.5m (including FRS 17 pension costs), which is a £7.5m operational surplus after excluding the £3m charge for FRS 17.

It is anticipated that the year-end cash position for 2012/13 will improve by approximately £10.6m from £16.3m to £26.9m in the main as a result of the improved 2012/13 opening cash balance. The University is forecast to achieve the banking covenants set by Barclays Bank and will continue to monitor them. The Net Cash Inflow covenant for the capital development period no longer remains. The above forecasted result now provides forecast net cash inflow of £10.4m.

- HEFCE has stated in its 'Annual Accountability returns 2012' letter issued in September 2012 that the financial forecast for the years 2013/14 and beyond is to be submitted in July 2013. Further information for these forecasts will be provided in the 2013/14 budget papers.

It was **commented** that:

- The Finance Director and Deputy Chief Executive confirmed that if a student withdraws within year, funding is reduced on a pro-rata basis.
- Committee members were interested to know if a guarantor system could be set up in relation to retrieving debts owed by students. The University is following national guidance at present and is still in unproven territory regarding recovering these debts. Most students at the University were drawing down the loan from the Students Loan Company and this should ensure that the University receives an appropriate % of the loan. This will depend on the date of withdrawal.
- The Director of Finance and Deputy Chief Executive provided some background information for new members of the Committee regarding institutional savings, and the uncertainty at the time of setting the budget as to the shape of the University as a consequence of the new fees regime. Savings had been made in some areas and not in others, however, the University is now in a better position, due to the re-alignment of the faculty structure and the more centralised approach to financial management, to focus and target savings more specifically next year.
- The Vice-Chancellor advised the Committee that significant work had been done on the staffing establishment and gaining a better understanding and clarity of the University's investment in Human Resources (HR) so that the University can make efficiency savings. This is a key point going forward for the next year.

- The Chairman advised that Governors need to understand the issues around HR and whether the University is providing value for money and delivering the benefits from its staffing establishment.
- The Vice-Chancellor assured the Committee that work was ongoing with collaborative partnerships and that the University had a real strategic focus on international students. Plans are in place for delivering growth in the future.
- It was re-confirmed that a decision had to be made by 28 November 2013 to draw down the further and final £20m from the loan facility with Barclays Bank. Any further re-negotiation may not have such advantageous terms to the University.
- The Chairman thanked the Finance Director and Deputy Chief Executive for her helpful report, noting that next year's budget will need careful managing.

The Committee **noted** the report on the 2012/13 half year and forecast.

FC 13.08

LIVERPOOL SCIENCE PARK

The Committee **received** the oral report of the Vice-Chancellor and the Finance Director and Deputy Chief Executive.

It was **reported** that:

- A lot of activity had taken place over the last 12 months and now that the Director of Finance and Deputy Chief Executive had joined the Board of the Science Park the University was in a much better position in terms of knowing more clearly the financial issues. The Director of Finance and Deputy Chief Executive has benefitted the University and its partners, Liverpool City Council (LCC) and the University of Liverpool, providing a sharpened focus of the Science Park financial arrangements and also in promoting the need to make savings.
- Further discussions are on-going on how best the Science Park fits into the plans for the Knowledge Quarter and how the Liverpool Bio Innovation Centre (LBIC) and other developments fit together.
- Accommodation levels will stand at 92% in 2013/14 with LJMU's assistance in re-locating its Astro-Physics and Open Labs into the Science Park. As part owners of the Science Park, we will continue to raise the profile of LJMU's connection with the Science Park and report back to Finance Committee.

It was **commented** that:

- The Committee was pleased to note the 92% occupancy rate, however, it was recognised that this did not meet the primary objective of the Science Park which was to encourage incubator

businesses. It was realised that in the present economic climate this could not be avoided and it was important to retain rental income.

- The Vice-Chancellor advised the Committee that the University is discussing the long-term plans with the Science Park Board, emphasising the advantages of having two universities in the area whereby both physical assets and expertise could be shared with any new start-up companies. Shared services were also on the agenda such as security and I.T. services.
- The Chairman requested further information on any potential financial risks to the University to be reported to the Finance Committee.

Action: Vice-Chancellor.

The Committee **noted** the oral report of the Vice-Chancellor and the Finance Director and Deputy Chief Executive.

FC 13.09 **ANY OTHER BUSINESS**

- The Chairman thanked the other Committee Members and members of the Management Team for all their support and commitment over the period of time he had been Chairman of the Finance Committee. The Chairman also wished the new Chairman, Graham Morris, well for the future.
- Graham Morris, on behalf of the Committee, thanked the Chairman for his leadership, professionalism and guidance during his Chairmanship, noting that the Chairman had always given Committee members an opportunity to voice their opinions and to be heard. He wished the Chairman well in his new role as Chairman of the Board of Governors.
- The Vice-Chancellor, on behalf of the University, echoed the views of Graham Morris.

FC 13.10 **DATE OF NEXT MEETING**

Monday 17 June 2013 at 4.30 pm.

LIVERPOOL JOHN MOORES UNIVERSITY

BOARD OF GOVERNORS - FINANCE COMMITTEE

Action Point Control Register – Status of Open Action Points as at 17 June 2013

Minute	Action	By Whom	By When	Status
FC 11.31	<u>2010/11 Year End Report:</u> The Chairman requested a report to the next Finance Committee to establish what the scenario planning had identified and what this would mean for the financial direction of the University.	Director of Finance and Deputy Chief Executive	June 2013	Active
FC 12.11	<u>2010/11 Year End Report:</u> In respect of 11.31 above the Vice-Chancellor reported that the University is building in the necessary controls to assure Governors, looking at staffing budgets, etc. and would take this as an action for a definitive item on the Agenda for the next Committee in June. From a further request from Committee the Vice-Chancellor also agreed to include issues around the £9k fee and what it actually costs LJMU to provide teaching for £9k students, and also in respect of international students.	Vice-Chancellor and Director of Finance	June 2013	Active
FC 12.30	<u>LiverpoolSU Financial Update:</u> The Committee noted the report and awaited the outcome of further discussions with the Director of Finance and Deputy Chief Executive regarding the Union's loan repayment plan.	LiverpoolSU and the Director of Finance and Deputy Chief Executive.	June 2013	Active

Minute	Action	By Whom	By When	Status
FC 12.31	<u>Property & Capital Development Progress Report:</u> The Vice-Chancellor advised Committee that the SMT were currently reviewing the catering provision and ways in which the University could further raise profitability. SMT had requested an update report in this regard and the Vice-Chancellor advised that this could be brought back to Finance Committee for further information.	Vice-Chancellor/Director of Finance and Deputy Chief Executive.	June 2013	Active
FC 12.34	<u>Liverpool Science Park:</u> The Chairman requested further information regarding the timelines and phasing of the payments from LJMU, noting that future payments would be determined by the Vice-Chancellor, the Chairman of the Board of Governors and the Chairman of Finance Committee, once due diligence had taken place.	Director of Finance and Deputy Chief Executive/Vice-Chancellor	June 2013	Active
FC 13.05	<u>Property & Capital Development Progress Report:</u> Committee members would find it useful to have the top-line budget provision for the financial year within the financial schedule attached to the report to assist with their understanding on the financing and progress of the University Capital Development Programme.	Director of Estate Management/Finance Director and Deputy Chief Executive/Deputy Finance Director	June 2013	New
FC 13.05	<u>Property & Capital Development Progress Report:</u> The Committee wished to have a better understanding around the issues in relation to the Carbon Management Programme, and particularly on the increase in			

Minute	Action	By Whom	By When	Status
	relation to the CRC efficiency scheme. The Director of Estate Management advised that the full report is available on the website but it would be useful to summarise and provide further explanation for the Committee.	Director of Estate Management	June 2013	New
FC 13.06	TRAC Return 2011/12: That from the next financial year the TRAC Return will be submitted to Finance Committee for information and comment before submission. It was understood that this would have to be done electronically and that the turn-round time would be tight.	Finance Director and Deputy Chief Executive	January 2014	New
FC 13.08	<u>Liverpool Science Park/Oral report of the Vice-Chancellor and Finance Director and Deputy Chief Executive:</u> The Chairman requested further information on any potential financial risks to the University to be reported to the Finance Committee.	Vice-Chancellor and Director of Finance and Deputy Chief Executive.	June 2013	New