

Key abbreviations/acronyms used in these Minutes:

SMT	Strategic Management Team
HEFCE	Higher Education Funding Council for England
ITE	Institute of Technical Education
PGDE	Postgraduate Diploma in Education
HESA	Higher Education Statistical Agency
SMEs	Small and medium-sized enterprises
LCC	Liverpool City Council
STEM	Science, Technology, Engineering and Mathematics
QAA	Quality Assurance Agency
LEP	Liverpool Enterprise Partnership
NSS	National Student Survey
SDF	Strategic Delivery Forum
KPIs	Key Performance Indicators
OFFA	Office for Fair Access

Date: 29th September 2015

Venue: Roscoe Room

Present: Mr R Hill (Chair)
Ms D Shackleton (Deputy Chair)
Ms N Benson
Mrs K Byrne
Miss A Davis
Mrs D Fantin
Mr P Holme
Mr A Holroyd
Mr P Hyland
Ms S Maclennan
Sir B Massie
Mr B McCann
Ms K McCormick
Mr J Rowan
Miss L Sebastian-Francois
Mr J Stopforth
Mr E Ward
Professor N Weatherill
Ms W Williams

Apologies: Mr P Hyland
Professor A Al-Shamma'a
Professor P Vickerman

In attendance: Ms J Bertolini (Finance Director (University Secretary) & Deputy Chief Executive)
Professor P Byers (Pro-Vice-Chancellor, Education)
Mr C Davies (Director, Estate Management) (Item 12 LJMU 15.63)
Mr T Dray (Director, Graduate Advancement and Employer Engagement) (Item 11 LJMU 15.62)
Dr E Harcourt (Pro-Vice-Chancellor, External Engagement)
Professor R Leatherbarrow (Pro-Vice-Chancellor, Scholarship, Research & Knowledge Transfer)
Mr M Power (Registrar & Deputy Chief Executive)
Professor A Scott (Executive Dean, Faculty of Education, Health & Community)
Ms D Tipping (Board Secretary)
Professor P Wheeler (Executive Dean, Faculty of Science)
Ms C Williams (Director of Student Recruitment & Admissions) (item 13 LJMU 15.61)

PRELIMINARY FORMAL BUSINESS

LJMU 15.53 **Welcome**

The Chair welcomed Mr Eliot Ward (Independent Governor) to his first meeting.

LJMU 15.54 **Declaration of Interests**

No declared interests reported.

LJMU 15.55 **Bribery Act 2010**

Governors were reminded of their ongoing commitment to the requirements of the Bribery Act 2010.

LJMU 15.56 **Minutes of Previous Meeting**

Received: The minutes of the meeting held on 6th July (LJMU 15/55).

The minutes of the meeting held on 6th July 2015 (LJMU 15.55) were agreed as an accurate record of the meeting.

Commented:

- The Vice-Chancellor & Chief Executive confirmed that the new Director of Strategic Planning, Dr Caroline Robson, had been appointed and had joined the University in August 2015. Dr Robson will take on responsibility for risk reporting to the Board of Governors.

- The Finance Director (University Secretary) & Deputy Chief Executive updated governors on the latest positive outturn position and improved surplus position, subject to audit.
- The Vice-Chancellor & Chief Executive reported that since the last Board meeting the SMT had discussed 'radicalisation' and a number of recommendations had been implemented. The Registrar & Deputy Chief Executive informed governors that the University had taken an institutional view on the 'Prevent' legislation and had identified potential risks and was now working through the detail. Any risks identified will be added to the institutional Risk Register for onward reporting to the Board of Governors.
- The Vice-Chancellor & Chief Executive updated governors on the progress made to appoint an Executive Director of People and Organisational Development, which will shortly be advertised.

Approved.

- Page 23, LJMU 15.49 (i) – 'Deputy Leader' amended to read Deputy Chair.

LJMU 15.57

Matters Arising Not Covered on the Agenda

- Action Points LJMU 14.65 and LJMU 15.41 were covered under separate items on the agenda.

Received:

- LJMU 15/56 – Chair's Action. The Chair confirmed that he had approved the letter to the Liverpool Science Park which was signed by the Vice-Chancellor & Chief Executive. The Chair sought clarification from the Finance Director (University Secretary) & Deputy Chief Executive of the University's financial exposure to the Liverpool Science Park. The Finance Director (University Secretary) & Deputy Chief Executive clarified the financial responsibilities of the University and updated governors on the previously reported possible "claw-back" of ERDF funding, which could potentially cost the three partners up to £130k each.

Noted.

LJMU 15.58

Board Level Authorisation

Received:

The report on the use of the University Seal and Board Level Authorisation (LJMU 15/57).

Commented:

The Chair would welcome the inclusion, in future reports, of the total cost of the Contract where applicable.

Action: **Manager, Secretariat**

Noted.

ITEMS FOR DISCUSSION

LJMU 15.59 **Health and Safety (standard item)**

Reported: No issues were raised under this item. The issue regarding the Redmonds Building would be discussed under the Estate Development Update and minuted below.

Noted.

LJMU 15.60 **Risk (standard item)**

Reported: The Chair informed new governors that risk matters are reported regularly to the Board of Governors, and in detail to the Audit Committee and the SMT.

Noted. **Secretary's Note: Please note that the Chair sought approval of the Board to deal with items 13, 11 and 12 (in that order) so that presenters of the reports could attend and leave after their presentation. The minutes are presented accordingly in this order below:**

LJMU 15.61 **Recruitment Figures – 2015 Entry**

Received: The report from the Director of Student Recruitment & Admissions (LJMU 15/62) was received for information and discussion.

Reported:

- The University is expected to exceed its home undergraduate full-time targets across all funding streams. The positive recruitment position had been achieved whilst maintaining the overall quality of the intake. Higher achieving students represented 22% of the intake compared to 19% last year and the average entry points for new degree students is also expected to be higher than last year.
- Confirmed intake for the HEFCE postgraduate taught full-time students at the time of the report was 70.5% of the target and recruitment is expected to be around 77%. This was against a target that had increased by 50.5% on 2014. Postgraduate taught part-time is anticipated to achieve target and teacher training is expected to be around 60% of allocated numbers. However more conservative targets have been built into the budget forecasts and on this basis

the University will have moved from a significant deficit to a break even position this year – undergraduate primary recruitment target will be achieved, PGDE core and School Direct target primary targets will be achieved. Secondary Core and School Direct continues to be challenging both for LJMU and nationally.

- The University is projected to award all of its 139 Postgraduate Support Scheme scholarships. This was a one year government match-funded scholarship scheme designed to encourage students that started their undergraduate course in 2012 and have paid the higher fee to progress to postgraduate study.
- International recruitment is the area where further movement is expected but achieving the University's ambitious growth in this market had remained a challenge. The undergraduate target increased by 40% this year and the estimated recruitment position is around 73% of the August to December target.
- The postgraduate taught target increased by 88% and the estimated position (while an improvement on last year) is just 35% of the overall target, which is a disappointing position.
- The strong undergraduate position will be off-set by under-recruitment in postgraduate taught recruitment, particularly in relation to international recruitment.
- A much more positive picture has been seen in relation to postgraduate research. Postgraduate research students are recruited throughout the year, however, the August to December target for both home postgraduate research students and international students has been exceeded.
- Conversion of applications is the key focus for 2016, both in terms of admissions processes and marketing activity.

Commented:

- Governors requested information regarding the potential risks to the University in regard to changes in funding from universities to the School Direct training scheme. The Executive Dean of the Faculty of Education, Health and Community assured governors that the University is in a much better financial position this year than last year from an ITE recruitment perspective. It is expected to hit recruitment targets on the undergraduate primary ITE programme and on both the PGDE Core and School Direct primary programmes. However, recruitment to both the Core and School Direct PGDE secondary programmes has continued to be very challenging. On these programmes it

is expected the University will only achieve around 50% of target – a picture mirrored nationally. Although there is still risk in this area it is better than last year.

- Governors sought clarification regarding the University's targets for postgraduate taught and international students and whether the targets set are realistic and achievable. A combination of reasons in relation to embedding new programmes, marketing, and internal processes and resources have had some impact on achieving targets, but there is scope and opportunities to make the necessary changes required and there had been evidence of growth through the number of applications received. Although recruitment in these areas had been disappointing the Pro-Vice-Chancellor (External Engagement) advised that the targets set for 2020 are still reachable and achievable, and that a lot of work had gone into identifying the issues to enable improvements to be made in the future and that this would continue.
- Governors were pleased to note that all students who had required accommodation in the city centre had successfully secured it and that the University guaranteed that all new students would be accommodated, including those students who applied late in the recruitment cycle.
- Governors were pleased to note that the overall grade quality is improving and requested further information regarding the percentage of student intake from lower income families. This information is available via the Student Loan Company and students from low income backgrounds will qualify for an LJMU bursary. A comparison of students qualifying for a bursary against previous years will be available to governors. Governors were assured that a large percentage of students were from low income families.

Action

Registrar & Deputy Chief Executive

- The Vice-Chancellor & Chief Executive assured governors that the necessary actions to achieve international and postgraduate taught students are being taken, and has full confidence that targets will be achieved by 2020.
- Governors were also assured by the Finance Director (University Secretary) & Deputy Chief Executive that various mitigations had been built into the financial forecasts as reported previously to the Board, and that she could not foresee any problems delivering the 2015/16 budget.

- The Chair, on behalf of the Board, thanked the Director of Student Recruitment & Admissions for her report and wished to convey the Board's thanks to all staff involved in the recruitment process for their hard work and commitment at this time.
- The Vice-Chancellor & Chief Executive reassured governors that alongside the numbers of students recruited consideration is also given to the quality profile of the student. Discussion and debate took place as to whether the University should take those students with extenuating circumstances and there is a degree of flexibility built into the process. However, there is a threshold level that the University will not drop below in order to retain quality. The Vice-Chancellor & Chief Executive suggested that the balance between the quality of intake and taking students through Clearing could be one of the issues discussed at the governors' workshop in December or January.

Action

Vice-Chancellor & Chief Executive

- Governors also asked, in relation to recruitment and retention, whether there is any correlation between the retention rates of those students recruited during Clearing and dropping out. The Vice-Chancellor & Chief Executive advised that a mapping exercise had been done in this regard and had identified such a correlation – further analysis was being conducted and the outcome would be reported to the Board of Governors once completed.

Action

Vice-Chancellor & Chief Executive

Noted

LJMU 15.62

Destinations of Leavers from Higher Education Survey 2015

Received:

The report of the Director, Graduate Advancement and Employer Engagement (LJMU 15/60).

Reported:

- The key headlines:
 - Decrease in unemployment (7.2% decrease of 0.1%)
 - Increase in professional and managerial jobs (62.3% increase of 1.4%)
 - Increase in graduate prospects (63.3% - revised figure by HESA).
 - Decrease in part-time jobs (13.9% decrease of 2.1%)

- Decrease in those working in Merseyside (38.5% decrease of 2.3%)
 - Increase in average salary £18,900 (£17,900 in previous year).
- The unemployment rate has been below the UK sector average for the past few years. Some Schools are experiencing high rates of unemployment e.g. Art and Design (17.5% sector average 9%), Computing and Mathematical Sciences (14.8% sector average 13%) and Engineering and Maritime Studies (11.8% sector average 9%) whilst each records above LJMU average rates for professional and managerial jobs.
- The decrease in part-time jobs is a pleasing trend as part-time work is often low-skilled and poorly paid and indicates that graduates are actively applying and securing full-time work which is more likely to be categorised as professional and managerial. The Screen School (20.8%) and School of Art and Design (19.2%) have some of the highest part-time rates (sector average for fine arts 32%) which suggests that these students embark on portfolio careers combining part-time work with building their creative practice.
- The three Schools with the highest rates for professional and managerial jobs are:
 - Nursing and allied Health (96.6%)
 - Teacher Education & Professional Learning (89%)
 - Built Environment (85%)
- 30% LJMU graduates work for SMEs; 40% working for employers with a workforce of over 40,000 or more; with the remaining working for companies employing from 250 to 1,000 employees.
- That LJMU is going in a generally positive direction of travel. The Careers Team last year conducted nearly 29,000 interactions with LJMU students; the new Career Zones had been working well, providing advice to students as and when needed; and work had been done to build up School partnerships, with academic colleagues and the Careers Team jointly producing School career planning guides.
- 650 employers visited the LJMU campus last year which realised the University's aspiration to bring the world of work closer to LJMU students and staff. The LJMU 'My Jobs & Placement' website had provided over 400 job, research and placement opportunities to students and

graduates and more work is being done to promote the site and increase the number of students registered.

Commented:

- Governors asked whether there is any correlation regarding students engaging with the world of work programme and employability in the market. The Director, Graduate Advancement and Employer Engagement advised that some research has been done and a report will shortly be shared with the SMT.
- The student governors confirmed that many LJMU students, as stipulated within the report, did embark on portfolio careers and therefore would not register under the professional or managerial category.
- A full discussion took place regarding the employment of students from the School of Sport and Exercise Science which had decreased by 3.3% despite the School having a world class reputation. It was noted that there are relatively few top jobs in the elite sports industry and that the high street sports industry usually consists of low-paid jobs which do not register in the category of professional and managerial jobs. However, sports science students have particular attributes as graduates and work was ongoing to encourage those students to apply for a broad range of opportunities available to them. It was also noted that the contribution of information from academic staff, when all other avenues had been unsuccessfully taken to contact students direct, would assist in making a positive impact on the response rate to HESA.
- It was also noted that increasingly in areas of sport science that a first degree did not always equip students to go into a sports career and that 20% students go on to further study.
- Governors noted the significant difference in the average salaries between postgraduate taught students and postgraduate research students. The information as to why this was the case was not available, but the Director, Graduate Advancement and Employer Engagement would carry out some further analysis and provide some further information to governors.

Action

Director, Graduate Advancement and Employer Engagement

- Further discussion took place regarding the world of work awards and it was noted that 41 academic programmes are voluntarily integrating the silver stage award into their curriculum with a number also integrating the gold award.

The University is working towards 5,000 bronze awards, 2,000 silver awards and 1,000 gold awards by 2017.

- Governors asked to what extent the University's alumni network is being utilised and how the University links into those alumni who work in business and commerce who may be willing to help, guide and mentor students. The Director, Graduate Advancement and Employer Engagement advised that for the last few years the University has been actively engaged in an initiative called 'Time and Talent' where the University's alumni have been engaged in a number of initiatives, for example, offering placements, providing case-studies for students, becoming guest speakers, offering work shadowing for staff and students, and sharing their personal stories and profiles. The University will continue to leverage and nurture these relationships going forward.
- Governors also requested further information in relation to the number of graduates who are self-employed or are linked to start-up businesses. The Director, Graduate Advancement and Employer Engagement advised that he could make this information available to governors in the near future.

Action

Director, Graduate Advancement and Employer Engagement

- The Chair suggested that a further report come back to the governing body outlining the strategy for improving response rates going forward, presenting the figures for 2014/15 as far as they are known, and what the University needs to do going forward to improve what has been a very static response rate to the survey.

Action

Director, Graduate Advancement and Employer Engagement

Noted

LJMU 15.63

Estate Development Update

Received:

The report from the Finance Director (University Secretary) & Deputy Chief Executive and the Director of Estate Management (LJMU 15/61).

Reported:

- The Copperas Hill Development is progressing well, is on target and anticipated to be within the cost budget. The next phase will be to work with the preferred bidder to agree a gross maximum price which will then need

approval by the Board towards the end of this year or early 2016.

- A number of positive discussions have taken place with Liverpool City Council (LCC) regarding necessary road closures and LCC have agreed in principle to waive the Section 106(s) requirements which will equate approximately to £1.5m. The University has also been discussing with the Adelphi Hotel the release of some of the current leases to the site.
- LCC has also agreed to secure a number of road closures around Copperas Hill, but this will be dependent on securing the release of some of the leaseholder interests held by the Britannia Group, and discussions will continue with the Adelphi to seek their support in this regard.

Commented:

- Issues continue in relation to the taxi rank at Skelhorne Street. The University is working closely with LCC to ensure it has a coherent policy on how to deal with a number of developments in the same area and how it will work with all the key stakeholders to move that forward. It was envisaged that LCC will take a watching brief over the developments but will transfer the co-ordination of the construction logistics to the individual clients, or possibly designate LCC's lead partner to co-ordinate those activities.
- The new social space at Byrom Street has now been successfully delivered.
- As previously reported the University's grant application to the HEFCE for a £5m STEM grant was successful, which will contribute to the ongoing enhancement of facilities that will support academic delivery on the Byrom Street Campus. Phase 1 of the project is progressing well and due for completion later this year.
- The Chair felt it would be helpful to have a separate report at the November Board of Governors' meeting on the progress made with LCC as their commitment to the Copperas Hill Project is fundamental to whether the University will go ahead with the project.

Action

Director, Estate Management

- The Chair also felt it was important for governors to understand the contractual issues with the preferred bidder, and the necessity to have a 'water-tight' contract to avoid later costs to the University due to any potential issues that may be overlooked, or responsibilities or liabilities being

unclear. The Director, Estate Management informed governors that the University is still in discussion with the preferred bidder and the preferred bidder is clear about the level of risk the University is willing to take. The University will be transferring a substantial amount of risk to the principal contractor for the foundations of the building and the University will need to discuss further any contingent risk remaining and how it will manage any such potential risk.

- The Director, Estate Management clarified that the current preferred bidder has not been appointed at this moment in time – this will happen in spring 2016 after the gross maximum price for the contract has been agreed and approved by the Board of Governors. However, the intention is, subject to the gross maximum price being agreed, to appoint the preferred bidder and the expectation is that the project will come within the cost plan outlined to governors.
- Governors sought clarification as to whether the second lowest bidder could be kept in the event the University is unable to agree the gross maximum price with the preferred bidder. The Director, Estate Manager advised that he could not guarantee this but felt the preferred bidder is best placed to meet the tender price.
- Governors also received an update on the issue regarding the cladding system on the Redmonds Building. Further discussions are ongoing with the original contractor. Governors also noted the issue of the sub-contractor responsible for the cladding going into liquidation and would not wish to see a similar issue arising with the Copperas Hill Development. The Director, Estate Management advised that the University would not have control of the appointment of the sub-contractors but had ensured the principal contractor was aware of the issues.

Recommended

- **Noted** progress with regard to the University's Estate Development Strategy.
- **Noted** progress with ongoing projects
- **Noted** an extra £1m investment in the 2014/15 financial year.
- **Noted** the ongoing issues with the external cladding system on the Redmonds Building.

LJMU 15.64

LiverpoolSU Report: Student Issues

Received: The report of the Student Governors (LJMU 15/58)

Reported:

- Every year LiverpoolSU provides events and activities for LJMU students during the first two weeks of semester one. These are created so that students feel welcomed and to show students how amazing the city of Liverpool is. In addition, it provides an opportunity for students to meet new people at all levels of study and make friends for life.
- LiverpoolSU has recently put together a 'Student Written Submission' as part of the Higher Education Review by the QAA.
- The report outlined the action plan for Question 23 of the NSS Survey – the question asks students how satisfied they are with their Students' Union. It had been highlighted that many students preferred to have a student bar and the Students' Union will be discussing this further with one option being to sign-post students to recommended bars.
- LiverpoolSU is constantly reviewing its services for LJMU students and asked governors what they thought the Students' Union looks like and what they would like to see it provide.

Commented:

- Governors noted the specific areas highlighted by LiverpoolSU in its submission to the QAA.
- Governors asked to what extent knowledge and best practice was shared between the various student unions across the sector, and whether feedback had been received from the higher scoring student unions to establish what they are doing differently compared to LiverpoolSU. The Student President informed governors that they do meet regularly with other student unions and outlined the difficulties in making comparisons to universities with a different style campus and a different student-body. Local student unions had seen their NSS scores improve which appeared to be mainly due to the quality of the buildings within their campus.
- The Chair suggested that governors should give further thought to the question put to them regarding what they think a students' union looks like and what they would like to see it provide. The Chair advised that this would be quite a detailed topic and suggested this be raised again through the student governors' report at the next meeting when more time can be devoted to the topic.

Action: **Student Governors**

Noted

LJMU 15.65 **Vice-Chancellor & Chief Executive's Report**

Received: The report of the Vice-Chancellor & Chief Executive (LJMU 15/59)

Reported:

- In addition to the report the Vice-Chancellor & Chief Executive had provided an additional briefing note regarding the student welcome events and activities undertaken by the University in recent weeks.
- The Vice-Chancellor & Chief Executive informed governors of the two recently published Sunday Times and Times Higher Education league tables. A full report would be presented to the next Board meeting in November.

Action **Registrar & Deputy Chief Executive**

- The Vice-Chancellor & Chief Executive updated governors on the 'City Region Combined Authority' submission outlining the proposals for a potential devolution agreement with Government and which was submitted on 4th September 2015. The Vice-Chancellor particularly highlighted the section on education which had asked for further and higher education institutions to come under combined authority control. The Vice-Chancellor & Chief Executive informed governors that as the City's universities representative on the LEP he had formally written to the Chief Executive and Mayor of Liverpool to object to that particular ask.

Noted

LJMU 15.66 **National Student Survey 2015**

Received: The report of the Registrar & Deputy Chief Executive and the Pro-Vice-Chancellor (Education). (LJMU 15/63).

Reported:

- The report provided a comprehensive analysis of the overall results of the NSS by: Faculty and School; Subjects; Programmes; Questions; Rankings; and Relationships between questions.
- The report updated the NSS Phase 1 preview data released on 31st July 2015 to include the Phase 2 data released for internal use on 7th August 2015. In addition to the NSS benchmarking data for the sector average and top quartile,

the report provided Institutional data for all HEIs included in the year's survey, allowing for peer group comparison and sector ranking.

- The report also comprehensively outlined the actions that are being implemented in response to the NSS 2015 results which had been approved by SMT and reported to SDF today.
- The Pro-Vice-Chancellor particularly highlighted the improvements in a number of areas in the 'Overall Satisfaction' category, namely: the teaching on my course; academic support; organisation and management; personal development; and practice placements.
- LJMU is now in the top quartile for both 'Organisation and Management' and 'Learning Resources'. LiverpoolSU is in the bottom 10% for satisfaction with the Students' Union.

Commented:

- A full debate took place regarding at what stage poor performing courses should be closed if they do not make the necessary improvements outlined in the action plans year on year. The overall consensus was that it was important to provide the necessary opportunity for improvement and that courses should be closed only as a last resort given the detrimental impact closing a course would have students and de-motivating staff. It was also noted that NSS results should be looked at in a positive way by staff to improve courses and should not be used in a way that can de-motivate staff.
- The Vice-Chancellor & Chief Executive informed governors that structures and opportunities are in place to pick up regular feedback from students and therefore the University should have an early indication of poor performing courses and therefore should be able to intervene at the earliest of opportunities. This point had been raised with the wider leadership team today in the context of ensuring appropriate management structures are effective.
- Governors were assured that students had the opportunity to feed back to independent members on the boards of study and comments can also be made anonymously through course representatives. There was a very transparent process in place.
- The Chair suggested that progress in relation to the action plans outlined within the report should be presented to the Board at its March 2016 meeting.

Action

Pro-Vice-Chancellor (Education)

- Recommended**
- **Noted** the information contained within the report
 - **Noted** the increases achieved in four of the six question categories, with only 'Learning Resources' falling by 1%
 - **Noted** that LJMU outperformed the HEI sector for five of the six question categories, with 'Teaching on my Course' being 1% lower than the sector.
 - **Noted** that 'Overall Satisfaction' has remained static at 85%, which is 1% lower than the HEI sector position (which has remained static at 86%)
 - **Noted** the actions approved by SMT for implementation.

LJMU 15.67 **Pro-Vice-Chancellors' Briefings**

Received: The report of the Pro-Vice-Chancellor (Education) (LJMU 15/64)

- Reported:**
- The Pro-Vice-Chancellor (Education) updated the Board on recent activity within the area of his portfolio, under the following key headlines:
 - Teaching and Learning Academy Update
 - Academic Framework Review Update
 - QAA HE Review Update

Noted

Received: The report of the Pro-Vice-Chancellor (External Engagement) (LJMU 15/65)

- Reported:**
- The Pro-Vice-Chancellor (External Engagement) updated the Board on recent activity within the area of his portfolio, under the following key headlines:
 - Engagement
 - International Activity

- Commented:**
- The Chair asked that the Board be kept up to date regarding progress with the University's strategic partnership with the Southern Connecticut State University (USA), and the ongoing discussions about a formal partnership between the University and the National Museums Liverpool.
 - Governors were pleased to note that the European Association of International Education will be held at the Exhibition Centre Liverpool in 2016. This was reported as a significant opportunity for all of the universities in the city to develop stronger international relationships and study abroad opportunities.

Noted

Received: The report of the Pro-Vice-Chancellor (Scholarship, Research & Knowledge Transfer) (LJMU 15/66)

- Reported:**
- The Pro-Vice-Chancellor (Scholarship, Research & Knowledge Transfer) updated the Board on recent activity within the area of his portfolio, under the following key headlines:
 - Sensor City Activity
 - Internal Centre/Institute Activities
 - Recruitment (research & enterprise activities)
 - Vice-Chancellor’s Medals for Research
 - LJMU Scholarships
 - Liverpool Health Partners

Noted

ITEMS FOR APPROVAL/ENDORSEMENT

LJMU 15.68 Membership & Governance Issues

Received: The report of the outcome of the Chair’s Performance Review (LJMU 15/67)

- Reported:**
- The Chair noted the helpful comments made by governors, in particular regarding the relationship between the Board of Governors and the Academic Board; the need to strengthen the Board of Governors’ membership with expertise in Higher Education; and the volume of papers and minutes.

Noted

Received: The Governance Effectiveness Review 2015 Action Plan (LJMU 15/68)

- Reported:**
- Good progress had been made with 39 actions ongoing, 30 actions discharged, and a number of other actions to be discharged over the coming months throughout the current committee cycle.

Noted

Received: The ‘essential trustee: what you need to know, what you need to do’ (LJMU 15/69) and the guide: ‘Public benefit: the public benefit requirement’ (LJMU 15/70)

- Reported:**
- The above documents are presented and updated on an annual basis to ensure governors are enabled to make an informed decision at the November Board meeting in regard to the Corporate Governance Statement and the Public Benefit Report which form part of the University’s

HEFCE Returns and are incorporated into the financial statements.

Noted

LJMU 15.69 **University Committee Structure: Mapping to the Strategic Framework 2012-2017**

Received: The report of the Manager, Secretariat (LJMU 15/71)

- Reported:**
- The revised University Committee Structure was approved by the Board of Governors on 6th July 2015. Governors had suggested that the University's and Board's committees be mapped to the University's strategic objectives to show how each committee contributes to pursuing strategic objectives and monitors the extent to which the University is achieving them.
 - That KPIs by department are submitted on a monthly basis to the SMT for review and each performance indicator is linked to a University strategic objective to monitor how the University is performing against its strategic objectives.
 - The committees/panels/working groups within the University committee structure work to an agreed Terms of Reference approved by its parent committee. The standard University committee structure Terms of Reference template with which the University committee structure operates ensures that each committee has a clearly identified strategic context aligned to the delivery of the Strategic Framework 2012-2017.
 - The committee alignment map requested by governors was appended to the report for information which provided an overview of how the parent committees' remits map to the Strategic Framework 2012-2017 and thus contribute to achieving the University's strategic objectives.
- Commented**
- The Chair reminded governors that it had been agreed that the next Nominations Committee would consider any potential weaknesses in the Board's committee structure, in particular around the area of I.T. and would report back to the next Board meeting for further debate.

Noted

LJMU 15.70 **TERMS OF REFERENCE & PRIMARY RESPONSIBILITIES/PROGRAMME OF BUSINESS 2015/16**

Received: The report of the Manager, Secretariat (LJMU 15/72)

- Reported:**
- That the terms of reference and programme of business for all the Board’s sub-committees had been reviewed and approved during the last committee cycle.
 - The Manager, Secretariat presented the amended Terms of Reference and Programme of Business to the Board for approval. The Terms of Reference had been closely aligned to the University’s Articles of Government, the Higher Education Code of Governance, and HEFCE’s financial memorandum.
 - The amended version highlighted the changes in red for ease of reference. The Primary Responsibilities had been subsumed into the Terms of Reference as had the Standing Orders to better align the Terms of Reference with those of the sub-committees and thus standardising the format.
 - The Programme of Business incorporated new reports outlined in blue for governors’ ease of reference.

- Commented:**
- Governors agreed that the title of Chairman incorporated within the Standing Orders should be amended to Chair.

- Action** **Manager, Secretariat**
- Some governors felt the mission statement was too generic and should be more specific to LJMU.
 - Governors recommended that a statement regarding the importance of communication to and from students should be added to the Terms of Reference.

- Action** **Manager, Secretariat**
- Governors noted that section 15 of the Standing Orders stipulated that the SMT “will attend the Board of Governors’ meetings”. After some debate as to the necessity of all SMT members at the Board meeting, it was agreed that SMT attendance should continue to attend. The wording would be amended from “will attend” to “may attend”.

Action **Manager, Secretariat**

Approved The Board of Governors’ Terms of Reference were approved pending the amendments stipulated above.

The Board of Governors’ Programme of Business was approved.

ITEMS FOR INFORMATION

LJMU 15.71

Office of Fair Access (OFFA) – Access Agreement

Received: The report of the Registrar & Deputy Chief Executive (LJMU 15/73)

Reported: The Registrar & Deputy Chief Executive updated the Board that the University's Access Agreement 2016/17 which was submitted to the Office for Fair Access (OFFA) in April 2015 was approved by OFFA in July 2015.

Noted

LJMU 15.72

Minutes of Reporting Committees

Received: The draft Academic Board minutes of 29th June 2015 (LJMU 15/74)

Noted

LJMU 15.73

Any Other Business

Reported:

- The Chair presented a leaving gift to Ms Dawn Fantin, Staff Governor (non-teaching), who finishes her term of office on 28th October 2015. He thanked Dawn for her contribution over the last two years.
- The Chair presented a leaving gift to Ms Deborah Shackleton (Independent Governor) and Deputy Chair of the Board, who finished her term of office on 30th September 2015. He thanked Deborah for her immense, skilled and committed contribution over the last twelve years, in particular her role as Deputy and Chair of a number of sub-committees and in her role as Deputy Chair of the Board over the last two years. Deborah's positive challenge and influence would be sorely missed by the Board and the University.
- Ms D Shackleton thanked the Chair for his kind words and thanked her colleagues on the Board and the staff of the University for their support and friendship. Deborah had been proud of her association with the University and had seen great improvements during her time on the Board and would continue to watch the University's progress over the coming years, having confidence that the University will go from strength to strength.

LJMU 15.74

Date of Next Meeting

Monday 16th November 2015 at 5.00 p.m. in the Roscoe Room.

LIVERPOOL JOHN MOORES UNIVERSITY

BOARD OF GOVERNORS

Action Point Control Register – Status of Open Action Points as at 16th November 2015

Minute	Action	By Whom	By When	Status
LJMU 14.32	<p><u>INSTITUTIONAL RISK REGISTER:</u></p> <p>(ii) Governors would welcome further comfort around commercial and collaborative income streams and felt that this should be included on the Risk Register, along with timescales for mitigating the risk.</p> <p>(ii) That the Strategy Management Director re-visit how risks are presented to governors to ensure that the Board are fully aware of the risks to the Institution so that in turn they may assure regulators and others that risks are being managed effectively.</p>	<p>Director of Strategic Planning</p> <p>Director of Strategic Planning</p>	<p>July 2015</p> <p>July 2015</p>	<p>Active (See 15.31 below)</p> <p>Active (See 15.31 below)</p>
LJMU 14.65	<p><u>NSS 2014 OUTCOMES:</u> For future reports Governors requested further clarity around the analysis of data and the subsequent actions to be taken by the University.</p>	<p>Registrar & Deputy Chief Executive</p>	<p>September 2015</p>	<p>Discharged</p>
LJMU 14.80(i)	<p><u>MINUTES:</u> That the planning application to maximise the development potential of the I M Marsh Campus be reported to the Copperas Hill Steering Group in January, and at the next Board meeting in March 2015.</p>	<p>Finance Director & Deputy Chief Executive</p>	<p>March 2015</p>	<p>Active</p>

Minute	Action	By Whom	By When	Status
LJMU 14.97	ARTS & CULTURAL PARTNERS: That regular updates be reported to the Board.	Pro-Vice-Chancellor (External Engagement)	November 2015	Discharged
LJMU 15.03 and LJMU 15.34	ESTATE MASTER PLAN: PRESENTATION: That the Vice-Chancellor will report back to the next Board of Governors' Meeting to provide an update on progress made in regard to the actions requested from Liverpool City Council.	Vice-Chancellor & Chief Executive	July 2015	Active
LJMU 15.31	MATTERS ARISING: That action points 14.32 (i) and (ii) above remain active. The University will be reviewing the presentation of the Risk Register with the new Director of Strategic Planning who will be joining the University in the summer.	Director of Strategic Planning	November 2015	Active
LJMU 15.34	ESTATE MASTERPLAN UPDATE: (i) Approval required to appoint the preferred contractor for the Copperas Hill Development. This will be done by email to all governors after the Copperas Hill Interview Panel meet the contractors on 9 th July 2015. (ii) The Chairman requested a separate paper be brought back to the Board of Governors in September updating the Board on the discussions with Liverpool City Council and the progress being made on the commitments which needed to be delivered by Liverpool City Council.	Board of Governors	July 2015	Active

Minute	Action	By Whom	By When	Status
LJMU 15.41	UNIVERSITY COMMITTEE STRUCTURE: Governors suggested that the University's and Board's sub-committees be mapped to the University's strategic objectives to show how each committee contributes to pursuing the strategic objectives and monitors the extent to which the University is achieving them.	Vice-Chancellor & Chief Executive	September 2015	Discharged
LJMU 15.48 (i)	TERMS OF REFERENCE FOR SUB-COMMITTEES: The Finance Director (University Secretary) & Deputy Chief Executive reported that the "oversight of all significant income and expenditure types, including infrastructure and technology", had been added to the terms of reference of the Finance Committee. The Chair of Finance Committee felt that she was least knowledgeable about infrastructure and I.T. and if I.T. was to be overseen by the Finance Committee then it should be expanded upon within the terms of reference to give it more focus and importance.	Vice-Chancellor & Chief Executive	October 2015 (Finance Committee)	Active
LJMU 15.48 (ii)	TERMS OF REFERENCE FOR SUB-COMMITTEES: The Vice-Chancellor & Chief Executive advised that the wording could be reviewed and that further consideration would need to be given as to where the responsibilities would fit, possibly by renaming the Finance Committee the Finance & Resource Committee. The Chair of Finance Committee reported that out of areas within the Finance Committee's Terms of Reference she was least knowledgeable about infrastructure and technology and therefore the membership of the Committee would need	Nominations Committee	October 2015	New

Minute	Action	By Whom	By When	Status
	<p>to be reviewed to ensure the right expertise was on the Committee.</p> <p>The Chairman of the Board suggested that the issues raised above in terms of the membership of the committees should be discussed at the next Nominations Committee in October 2015.</p>			
LJMU 15.58	<p>Board Level Authorisation: The Chair would welcome the inclusion, in future reports, of the total cost of the Contract, where applicable.</p>	<p>Manager, Secretariat</p>	<p>November 2015</p>	<p>New</p>
LJMU 15.61	<p>Recruitment Figures – 2015 Entry:</p> <p>(i) Governors requested further information regarding the percentage of student intake from lower income families. This information will be available once students have applied for bursaries and a comparison against previous years will be available to governors.</p> <p>(ii) The Vice-Chancellor & Chief Executive suggested that the balance between the quality of intake and taking students through Clearing could be one of the issues discussed at the governors' workshop in December or January.</p> <p>(iii) A further report regarding any correlation between retention and recruitment during Clearing would be presented to the Board.</p>	<p>Registrar & Deputy Chief Executive</p> <p>Vice-Chancellor & Chief Executive</p> <p>Vice-Chancellor & Chief Executive</p>	<p>November 2015</p> <p>December 2015/January 2016</p> <p>November 2015</p>	<p>New</p> <p>New</p> <p>New</p>

Minute	Action	By Whom	By When	Status
LJMU 15.62	<p><u>Destination of Leavers from Higher Education Survey 2015:</u></p> <p>(i) Further information would be presented to the Board regarding the significant difference in the average salaries between postgraduate taught and postgraduate research students.</p> <p>(ii) Further information would be presented to the Board regarding the number of graduates who are self-employed or are linked to start-up businesses.</p> <p>(iii) The Chair suggested a further report be presented to the Board outlining the strategy for improving response rates going forward, presenting the figures for 2014/15 as far as they are known, and what the University needs to do going forward to improve what has been a very static response rate to the survey.</p>	Director, Graduate Advancement & Employer Engagement	<p>By email on 16.10.15</p> <p>By email on 16.10 15</p> <p>March 2016</p>	<p>Discharged</p> <p>Discharged</p> <p>New</p>
LJMU 15.63	<p><u>Estate Development Update:</u> The Chair felt it would be helpful to have a separate report at the November Board meeting on the progress made with Liverpool City Council as their commitment to the Copperas Hill project is fundamental to whether the University will go ahead with the project.</p>	Director, Estate Management	November 2015	New

Minute	Action	By Whom	By When	Status
LJMU 15.64	<p><u>LiverpoolSU Report: Student Issues:</u> The Chair suggested that governors should give further thought to the question put to them regarding what they think a students' union looks like and what they would like to see it provide. The Chair advised that this would be quite a detailed topic and suggested this be raised again through the student governors' report at the next meeting when more time can be devoted to the topic.</p>	Student Governors	November 2015	New
LJMU 15.65	<p><u>Vice-Chancellor & Chief Executive's Report:</u> The Vice-Chancellor & Chief Executive informed governors of the two recently published Sunday Times and Times Higher Education league tables. A full report would be presented to the next Board meeting in November.</p>	Registrar & Deputy Chief Executive	November 2015	New
LJMU 15.66	<p><u>National Student Survey 2015:</u> The Chair suggested that progress in relation to the action plans outlined within the report should be presented to the Board at its March 2016 meeting.</p>	Pro-Vice-Chancellor (Education)	March 2016	New
LJMU 15.70	<p><u>Terms of Reference & Primary Responsibilities/Programme of Business 2015/16:</u></p> <ul style="list-style-type: none"> (i) Governors agreed that the title of Chairman incorporated within the Standing Orders should be amended to Chair. (ii) Governors recommended that a statement regarding the importance of communication to and from students should be added to the Terms of Reference. 	Manager, Secretariat	Amended Terms of Reference and Standing Orders sent to governors on 22.9.15	Discharged

Minute	Action	By Whom	By When	Status
	(iii) The wording at Section 15 of the Standing Orders be amended to read “..SMT may attend the Board of Governors’ meetings”.			