

**RECORD OF THE UNIVERSITY OF LIVERPOOL  
COUNCIL AWAY DAY MEETING HELD AT  
NESS BOTANIC GARDENS, WIRRAL  
ON 10 APRIL 2024**

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| <b>Present:</b>       | Carmel Booth, President (in the Chair); Professor Tim Jones, Vice-Chancellor; Professor Richard Black, Provost and Deputy Vice-Chancellor; Vasiliki Samuels, President of the Liverpool Guild of Students; Dr Alison Campbell; Dr Mark Carawan; Fiona Cullen; Barry Flynn; Dr Kashmir Gill; Vanessa Griffiths; Mark Proctor; Matthew Reed; Dr Diana Walford; Professor Hazel Scott; Professor Thomas Teubner; Kieran O’Sullivan; and Kathryn Manley, Vice-President of the Liverpool Guild of Students.  |
| <b>Apologies:</b>     | Cilla Ankrah-Lucas; Helen Miller; Hans van Mourik Broekman; and Professor Julia Balogun.   |
| <b>In Attendance:</b> | <p>Professor Tariq Ali, Pro-Vice-Chancellor for Global Engagement and Partnerships; Professor Fiona Beveridge, Executive Pro-Vice-Chancellor for Humanities and Social Sciences; Professor Gavin Brown, Pro-Vice-Chancellor for Education; Nicola Davies, Chief Financial Officer; Professor Anthony Hollander, Pro-Vice-Chancellor for Research and Impact; Professor Louise Kenny, Executive Pro-Vice-Chancellor for Health and Life Sciences; Kevan Ryan, University Secretary and General Counsel/Clerk to Council; and Professor Wiebe van der Hoek, Executive Pro-Vice-Chancellor for Science and Engineering.</p> <p>Sachin Date, co-opted member of the Audit Committee.</p> <p>Phil Hopwood, Director of Strategic Planning, and Emma Leonard, Head of Governance and Deputy Secretary.</p> |

**1. President’s Introduction**

The President welcomed those present and gave an overview of the day.

In accordance with standard practice for Council Away Days, all members of the Senior Leadership Team were in attendance, as was co-opted member of the Audit Committee, Sachin Date.

**2. Disclosures of Interest**

Members were asked to disclose any interest that could give rise to conflict in relation to any item on the agenda. No such interests were disclosed.

### **3. The Challenges and Opportunities for International Student Recruitment**

[Professor Sir Steve Smith, UK Government International Education Champion and Prime Minister's Special Representative to Saudi Arabia for Education, attended for this item.]

Members heard from Professor Sir Steve Smith on the challenges and opportunities of international student recruitment and transnational education, with Sir Steve providing important insight into current sector trends, both within the UK and overseas, the potential impacts of a complex political landscape, and the considerable opportunities that exist for transnational education in many parts of the world.

### **4. Vice-Chancellor's Update**

Members received a presentation from the Vice-Chancellor covering:

- Examples of major grant awards since Sept 2023, major doctoral training centre (PhD) awards since Sept 2023, and impact
- Education and student experience successes
- Place and innovation achievements
- Global partnerships developments
- Sector challenges
- Opportunities.

### **5. Liverpool 2031 – Performance Metrics and Targets**

Members received a paper and presentation proposing the metrics, targets and leading proxy measures developed so far, for use to monitor and report on delivery of Liverpool 2031. These would be further refined, supporting data gathered, a review period proposed, and a reporting product designed to bring before a future meeting of Council for approval.

Members also received a report providing the strategy implementation progress reports received from Pillar and Theme leads for the period 1 October 2023 to mid-March 2024, with each update including: key actions taken during this reporting period; key actions to be taken during the next reporting period; and risks and associated mitigations.

The outcomes and outputs for this session were as follows:

- Common understanding of the metrics (lagging and leading) and targets that evidence delivery of the Liverpool 2031 success measures
- Agreement of whether they would provide adequate assurance of this or whether anything had been missed
- Common understanding of the Liverpool 2031 targets and the University's current performance against that ambition
- Discussion and direction on how performance, risk and delivery should be reported and visually presented to Council.

## 6. Strategic Risks

Members received a paper and presentation providing the current Strategic Risk Framework which has been in place since 2021, together with a briefing on the approach taken to risk appetite.

Members also received a paper and presentation setting out the proposed controls, mitigations and risk exposures associated with all the Liverpool 2031 strategic risks following discussion of draft versions by SLT on 18 and 25 March and 8 April 2024, as well as PwC's assessment of the risk themes facing Higher Education as summarised in their 2023 risk profile report.

The outcomes and outputs for this session were as follows:

- Common understanding of the current risk framework – especially for new Council members (roles and responsibilities, etc.)
- Common understanding of the University's approach to risk appetite, as set out in the risk framework
- Gain feedback from Council on the proposed Liverpool 2031 strategic risks (are they right, has anything been missed, are there the right controls/mitigations etc.)
- Gain feedback from Council on the level of appetite for each risk based on the proposals
- Identify the top four priority risks which are 'deep-dived' at Council away days.

Members engaged in breakout groups focussing on the following risks:

- Global and Regional
- Student Recruitment and Student Satisfaction
- Staff, Infrastructure and Financial Sustainability
- Research and Impact.

Members agreed that:

- The nomenclature used by the University in relation to risk appetite was confusing and should be reconsidered
- The risk appetite level for Research Quality, Income and Impact, Student Recruitment, and Infrastructure – Digital and Estates should move from Medium to High
- Further consideration should be given to which risks should be identified as priority risks.

## 7. Date of Next Meeting

The next meeting would be held at 2pm on Friday 24 May 2024.