



LIVERPOOL
HOPE
UNIVERSITY

1844

Governance Handbook

2022-23



Welcome from the Chair of University Council



Welcome to University Council.

We are a scholarly community with a well-deserved reputation for delivering the highest quality teaching and for producing world-leading research. We offer a learning environment which we believe allows each to flourish as a person and as a member of the collegium.

For those of you who are new to the University, we hope that this Handbook will help to explain both the unique qualities of the University and give an overview of your role as a member of University Council. We hope it will also provide a useful reference document for existing Council members.

I hope you find your time on Council both rewarding and stimulating.

I look forward to working with you over the coming years.

About this Handbook

This Handbook is published primarily to provide a comprehensive source of reference on all aspects of the Council including:

- Current membership
- Training, induction and sources of information
- Committee constitutions and terms of reference
- Key formal documents
- Responsibilities
- Key dates
- Legal requirements
- Logistical information

We hope you find the information contained in this handbook useful and informative. Should you require any further information please contact:

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The Hope Story



170 years ago, the first founding colleges of Liverpool Hope, The Church of England's Warrington Training College (1844) and the Sisters of Notre Dame's Our Lady's Training College (1856) were established to provide teacher education for women. A century later, Christ's College was built opposite S. Katharine's, where Hope Park is today, admitting its first students in 1964.

By 1980, the colleges had joined to form an ecumenical federation – the Liverpool Institute of Higher Education (LIHE). The late Archbishop Derek Worlock and Bishop David Sheppard wrote of this as being “a sign of hope” (Better Together).

LIHE later became a single, unified College and was given the new name of Liverpool Hope to represent the mission of the college. Liverpool Hope University was born in July 2005, when the Privy Council bestowed the right to use the University title. Research Degree Awarding Powers were granted by the Privy Council in 2009.

Liverpool Hope University is Europe's only ecumenical university foundation; its three founding colleges, S Katharine's (1844) (formerly Anglican), Notre Dame College (1856) and Christ's College (1964) (both formerly Catholic) form a fully integrated academic collegium.

Liverpool Hope University welcomes all who seek a sound higher education. It is deeply committed to a culture of research and scholarship, and to preparing its graduates to serve the common good. Its educational philosophy is based on the triune quest for Truth, Beauty and Goodness.

Faithful to its Christian moorings, it aspires to be a welcoming, hospitable and caring community. It invites all who work and study here to contribute to building a kind, generous and gracious fellowship where all may flourish.

These virtues support its ethos of hard work, scholarly dedication and the rounded formation of its graduates which is encapsulated in the University's Mission and Values Statement (www.hope.ac.uk/aboutus/thehopestory/ourmissionandvalues/).

Quick Facts about the University

Legal Status

Liverpool Hope University is a Company Limited by Guarantee (Registered Number 03285547) and Company Details can be found at the Companies House website (<https://beta.companieshouse.gov.uk/>).

Liverpool Hope University is a Charity registered with the Charity Commission (Registered Number 1060579). Details of the Charity are available on the Charity Commission's website (<https://apps.charitycommission.gov.uk/showcharity/registerofcharities/RegisterHomePage.aspx>).

The University received its title in 2007 from the Privy Council.

All University Council members are trustees and directors of the company. This means that you are not only a governor in a higher education provider; you are also a director of a company and a charity trustee.

Further details on the University's legal and charitable status, including the constitution of the University, can be found at: www.hope.ac.uk/aboutus/governance/legalandcharitablestatus/

Charitable Purpose

The University's charitable objectives are listed on the Charity Commission website as:

- the higher and further education of men and women the education and training of persons intending to enter, or engaged in, the teaching profession
- the furtherance of the Roman Catholic Church and the Church of England, of Christian education, of ecumenical ideals, and of the understanding between Christian churches in the promotion of the gospel
- the advancement of knowledge by research, scholarship, teaching and learning.

Mission and Values

We want to ensure our students receive a well-rounded education when they come to study with us. Everything we do, both academically and pastorally, revolves around our missions and values.

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Corporate Plan

The Corporate Plan provides the framework for the University's strategic development to be fully and confidently a top-quality teaching-led, research-informed, Mission-focused, liberal arts inspired university. It can be found at: <https://www.hope.ac.uk/aboutus/governance/corporateplan>

What is Governance?

"The action or manner of governing an organisation"

According to the Cadbury Report, *"Boards are responsible for the governance of their companies... the responsibilities of the Board include setting the company's strategic aims, providing the leadership to put them into effect, supervising the management of the business and reporting to shareholders on their stewardship"*.

According to the Institute on Governance, *"governance determines who has power, who makes decisions, how other players make their voice heard and how account is rendered"*.

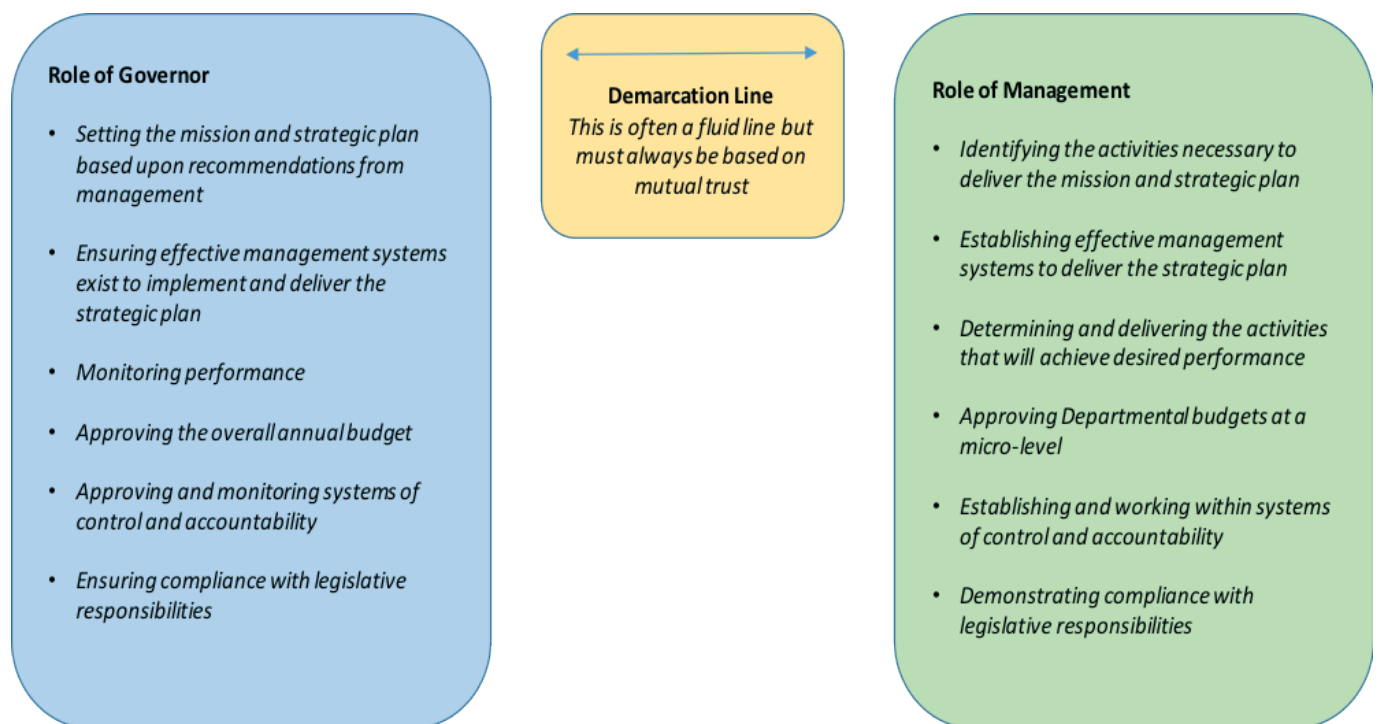
At Liverpool Hope, University Council set the framework, tone and standards for governance within the organisation and the interface with the University's Rectorate Team and Senior Management Team is crucial. Striking the right balance between governance and management is critical. University Council has strategic oversight of activities whilst management delivers and manages those activities.

"If management is about running the business, governance is about seeing that it is run properly".

Robert Tricker, Corporate Governance (1994)

"Governance is about steering, not rowing".

Professor Malcolm Gillies, University Governance: Questions for a New Era (2011)



Overview of Council and its responsibilities

University Council consists of a maximum of 25 members, including 19 independent or co-opted members external to the University. Current member profiles are included at Appendix 2.

The ecumenical nature of the University stems from its founding colleges (Catholic and Church of England) and both Christ's and Notre Dame College and Warrington Training College still exist as entities, though they are not involved operationally in the running of the University. In accordance with the University's constitution ([www.hope.ac.uk/media/aboutus/governancedocuments/Articles of Government Constitution of the University.pdf](http://www.hope.ac.uk/media/aboutus/governancedocuments/Articles%20of%20Government%20Constitution%20of%20the%20University.pdf)), membership is as follows:

- Christ's and Notre Dame College nominate up to five members each for Council
- Warrington Training College nominate up to five members each for Council
- The Archbishop of the Archdiocese of Liverpool and the Bishop of the diocese of Liverpool are both ex-officio members (though they may nominate someone to attend on their behalf)
- The Churches Together in Merseyside nominate one member
- The Vice Chancellor
- Two members of the University's Rectorate Team
- Two members of Academic Staff
- A representative from Liverpool City Council
- The President of the Students' Union

Council is the governing body of the University and conducts its business according to the Instrument and Articles of Government as approved by the Privy Council. Council is responsible for the educational character and mission of the University, financial probity, employment policy for all staff and corporate policies, rules and procedures to assure effective governance.

The full Council meets at least once per term for general Council business, though at the beginning of each academic year a special reflective meeting is held to provide an opportunity for members to consider the wider mission and values of the University against changes in the HE (and wider) environment.

Members are expected to attend scheduled Council and sub-committee meetings and a record of attendance is maintained.

Members should be able to prepare for meetings by reading the papers, normally distributed by post one week prior to each meeting, and noting points to raise. Papers are also distributed electronically and held on a special repository where papers for previous meetings can be found. Members are encouraged to indicate whether they would be happy to receive papers in electronic format only by contacting the Company Secretary.

Summary of Responsibilities of Members of Council

Higher education providers have a common purpose of providing learning and teaching and undertaking research. They also have an important role in contributing to economic growth through research and developing links with industry and the community.

The Governing Body (Council) is responsible for ensuring the effective management of the University and for planning its future development. It has ultimate responsibility for all the affairs of the University including academic and corporate governance.

The University Council (and therefore its members) is responsible for:

- a. The determination of the educational character and mission of the University and oversight of its activities
- b. The effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets
- c. Approving annual estimates of income and expenditure
- d. The employment of those designated by the Council as Senior Employees and their appointment, grading, assignment, appraisal, suspension, dismissal and determination of their pay and conditions of service
- e. Setting the framework for the employment, including pay and conditions, of all other employees and contractors
- f. Corporate policies, regulations and procedures to assure the effective governance of the University and to meet statutory and other legal obligations, including an anti-fraud and anti-corruption policy.

Clerk to Council and Company Secretary

The post of Clerk to Council has a direct reporting link to the Chair of Council.

The Clerk will ensure that the business of Council is coordinated and operates effectively. In doing so, the principal duties of the Clerk to Council are to:

- ensure that Council conducts its business and responsibilities according to University policy and procedure (including that set by Council) and as provided by the University's constitution.
- advise members of Council in the discharge of their duties as members of Council, providing or obtaining training and support as appropriate and ensuring that all new members of Council receive a full induction upon joining Council.
- support the Chair of Council including in particular supporting the Chair in the conduct of regular reviews of the effectiveness of Council.
- ensure that new or revised responsibilities for the Council (e.g. arising from new legislation, best practice or the recommendations of any effectiveness review) are drawn to Council's attention.
- alert Council if he/she believes that any proposed action would exceed Council's powers or would be contrary to the proper discharge of Council's responsibilities.
- obtain legal, or other specialist, advice for Council as appropriate.
- ensure that all documentation provided to members of the Council is concise, appropriate and accurate, and facilitates effective decision-making.

The role of the Company Secretary shall be to

- minute the meetings of University Council and distribute the papers in a timely fashion.
- update the company books of Liverpool Hope University and its associated companies.
- maintain the register of Council members' interests and of any other persons from whom the Council requires a statement of interests.
- arrange for the re-imbursment to Council members of the reasonable expenses they incur in carrying out Council business.
- provide administrative support to the functions of University Council.

Briefing Induction and Training

The Clerk to Council and Company Secretary are responsible for the co-ordination of induction, briefing and training of Council members. Members are expected to develop a good working knowledge of the University, including its mission and core values, and to understand the key issues facing higher education in the UK. They should have sufficient knowledge to make appropriate decisions on Council and Committee business.

The University will provide:

- An initial induction
- Council and/or other committee papers in a timely manner
- Visits within the University
- Links to relevant external web pages e.g. Advance HE, CUC, OfS, QAA
- Updates on University developments, initiatives and achievements of its employees
- Further training through attendance at University meetings, external seminars and conferences as identified or requested
- The University is also working on a repository for Council members where current and past papers will be stored online. When the system is operational, Council members will be given password-protected access to the repository.

Members should keep themselves informed and take advantage of appropriate development opportunities.

Constitution and Terms of Reference

The Constitution can be found at:

<https://www.hope.ac.uk/media/aboutus/governancedocuments/Articles%20of%20Government%20Constitution%20of%20the%20University.pdf>

Past minutes and terms of reference for all University committees can be found at:

<https://www.hope.ac.uk/gateway/staff/governance/committeesandminutes/>

Committee Remits

The Council delegates some of its powers and allocates some of its work to its formal sub-committees that have responsibilities in the following areas:

Finance & General Purposes (FGP) Committee

The FGP Committee meets three times a year and reports to Council. The committee gives consideration to the financial health of the University, and recommends to Council the University's annual revenue and capital budgets. It also informs Council on matters of strategy and policy regarding buildings and estates with the overall aim of making best use of the University's current and future resources for the benefit of students, staff and the wider community.

Audit Committee

Audit Committee meets three to four times a year and reports to Council. The main duty of the committee is to advise Council on how to establish and review the procedures for auditing the University's activities.

Council Standing Committee on Health & Safety

The Health & Safety Council Standing Committee meets three times a year and reports to Council. The committee is responsible for developing and monitoring the implementation of the University's Health and Safety Policy, Safety Management System and associated procedure and codes of practice.

Staffing Committee

The Staffing Committee meets three times a year and reports to Council. The committee is responsible for advising Council on compliance with the requirements of employment law, including equal opportunities legislation. It also advises Council on policy and procedure in this area and ensures that pay and conditions of employment are properly determined.

Constitutions and terms of references are set out for all Council committees can be found on the web page for each committee by clicking on "Committees", clicking on the relevant Committee, and then clicking on the Terms of Reference in the "Useful Information" box on the right of the page:

<https://www.hope.ac.uk/gateway/staff/governance/committeesandminutes/>

Other Council Committees

The following sub-committees operate on an ad-hoc basis:

Nominations Committee

The Nominations Committee is responsible for seeking out and recommending new co-opted members to Council, taking account of the current skills mix of Council and the diversity of the current membership.

Honorary Awards Committee

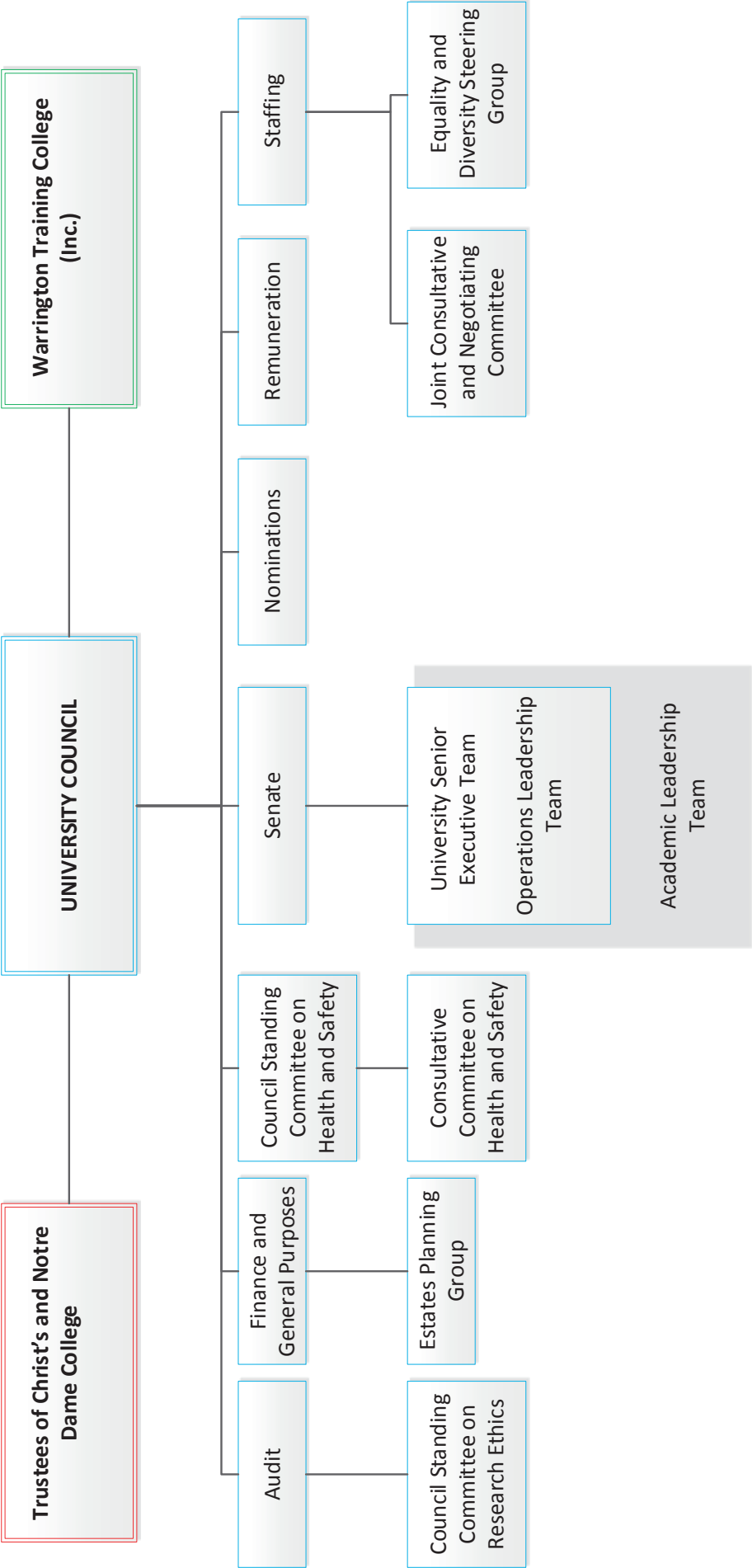
Honorary Awards Committee meets once or twice a year and reports to Council and Senate. The main purpose of this Committee is to consider and approve nominations for honorary awards of the University.

Remuneration Committees

Remuneration Committees meets once a year and reports to Council. The committee acts under delegated authority to consider the performance and remuneration of senior employees. These Committees decide the salaries of the Vice Chancellor, the Deputy Vice Chancellor, the Pro Vice-Chancellor and Deans.

Further, more detailed, information on many of these areas can be found throughout this Handbook or via the Council webpages <https://www.hope.ac.uk/aboutus/governance/universitycouncil/>.

Liverpool Hope University: Committees of Council



Specific Council Member Responsibilities

Council members are responsible for the institution's policies, strategic direction and general well-being, including an oversight of financial matters and its compliance with external regulations and requirements. The governing body's responsibilities are normally set out in the Statement of Primary Responsibilities.

Key areas of responsibility include:

- Shaping and agreeing institutional strategy
- Academic Governance and Quality
- Compliance and Regulation
- Commercial Operations
- Internationalisation
- Risk management
- Student Experience
- Prevent
- Strategy
- Financial and other forms of institutional sustainability
- Monitoring performance
- Equality and diversity

Regulatory Framework

University Council is the governing body of the University. The University's Council and the role of its members are detailed within the following documents:

- Articles of Government and Articles of Association: These give the authority to Council to be the University's governing body and set out its size, categories and appointment terms of its membership. They also details the Council's role and primary responsibilities. <https://www.hope.ac.uk/media/aboutus/governancedocuments/Articles%20of%20Government%20Constitution%20of%20the%20University.pdf>
- Scheme of Delegation: The University is currently working on a scheme which will provide clarity as to under what circumstances and where and to which body, group or individual, its powers can be delegated.
- Policies: all University policies can be found on the website at: <https://www.hope.ac.uk/>

External Regulation: The Office for Students (OfS)

The Office for Students (OfS) (<https://www.officeforstudents.org.uk/>) was set up in 2018 as the regulator of higher education in England, and Research England, the new council within UK Research and Innovation (<https://www.ukri.org/>).

The OfS's work falls into four main areas:

- **Helping all students to get into and succeed in higher education**, supporting students from disadvantaged backgrounds to enter higher education and closing the gap between different types of students when it comes to their studies, gaining a good degree, and finding employment
- **Helping students stay informed**, ensuring that students receive excellent information and guidance to make an informed decision about what and where to study

- **Making sure that students get a high-quality education that prepares them for the future**, ensuring they have access to a great teaching, learning and wider educational experience that gives them the skills and knowledge to succeed in employment or further study
- **Protecting students' interests**, ensuring that higher education providers are able to deliver value for money for students, and have plans in place should something go wrong.

The OfS maintains a single Register of higher education providers. In 2018, the University was successful in its application to be on the register as a Higher Education Provider (HEP).

Access to the register enables:

- Eligibility for public grant funding
- Access to the student support system
- Eligibility for a Tier 4 licence (to admit overseas students)
- Eligibility for Degree Awarding Powers (research / Taught) and University Title

External Regulation: Higher Education Code of Governance

Council operates in accordance with the CUC Higher Education Code of Governance (December 2014, revised June 2018). The Seven Primary Elements of Higher Education Governance that underpin the values and beliefs outlined above and identified by the Code are:

1. The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.
2. The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.
3. The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.
4. The governing body receives assurance that academic governance is effective by working with Senate/Academic Board or equivalent as specified in its governing instruments.
5. The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external activities.
6. The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.
7. The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

Section 2 of the Code clearly identifies what governing bodies must, must not, should and could do under the seven primary elements.

Academic Governance and Quality

Academic governance encompasses academic matters including student admissions, student curriculum, assessment of students, academic standards and academic quality. Academic governance can be distinguished from matters of corporate governance – relating to, for example, finance and estates – which are the responsibility of the Governing Body. Matters of academic governance have traditionally been responsibility of the Senate.

Academic assurance

In England, the Governing Body's role in relation to academic governance has been made more explicit. The HE Code of Governance contains as one of its seven primary elements the following: 'the Governing Body receives assurance that the academic governance is effective by working with the Senate/Academic Board or equivalent as specified in the governing instruments in order to maintain quality.'

In the last few years, the Governing Bodies of providers in England, Wales and Northern Ireland have been asked to provide assurance to their funding Bodies as to the provider's academic quality and standards. For example, all higher education providers wishing to register with Office of Students (OfS) are required to satisfy the public interest principles. These include the requirement that 'the Governing Body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the Senate/Academic Board (or equivalent).'

What is expected from a Member of Council?

Council members are expected to:

- Abide by the Seven Principles of Public Life (the Nolan Principles – see Appendix 1).
- Ensure that they remain fit and proper persons and report any potential concern to the Clerk to Council
- Commit to the University's Mission and Values
- Consider issues from a strategic perspective, question intelligently, debate constructively, challenge rigorously and decide dispassionately. Members should also listen sensitively to the views of others inside and outside meetings of Council.
- Exercise their responsibilities in the interest of the University as a whole rather than in a personal or individual capacity, or as a representative of any other bodies. No member may be bound, when speaking or voting, by mandates given to them by others.
- Engage with the University by taking advantage of other opportunities to foster understanding of the University's business, functions and departments. These might include attendance at Graduation or other University events.
- Engage at an early stage with key issues for the University, to build up their knowledge over a wider area than their own experience and expertise.
- Consider issues from a strategic perspective and not become involved in the day-to-day executive management of the University.
- Promote the interests of the University, including:
 - acting as ambassadors outside the University, especially in commercial, business and political/national spheres
 - communicating with different groups of staff and students, explaining the work of Council and gathering opinions
 - attending formal occasions and other national University and higher education fora.
- Engage with the resources from Advance HE (<https://www.advance-he.ac.uk/>) and The Leadership Foundation (<https://www.lfhe.ac.uk/>) and the Getting to Grips series (<https://www.lfhe.ac.uk/en/governance-new/resource-bank/gettingtogrips/index.cfm>)

Fit and Proper Declaration

Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider must be fit and proper persons.

A fit and proper person:

- Is of good character
- Has the qualifications, competence, skills and experience that are necessary for their role
- Is able by reason of their health, after reasonable adjustments are made, to properly perform the tasks of the officer or position for which they are appointed
- Has not been responsible for, been privy to, contributed to, or facilitated any serious misconduct or mismanagement (whether unlawful or not) in their employment or in the conduct of any entity with which they are or have been associated.

An assessment that a provider is owned and controlled by fit and proper persons forms a condition of initial and ongoing registration with the Office for Students. The Company Secretary is responsible for ensuring that an assessment is undertaken on an annual basis. This forms part of the updating processes for all members.

Register of Interests

In line with good practice in higher education governance, the University compiles a Register of Interests annually. This covers the University's obligation to disclose:

- All material transactions between the University and its Council Members, Senior Management Team and other senior managers and/or their close family members.
- Transactions between the University and other entities with which Council Members, Senior Management Team and other senior managers and/or their close family members are connected.

All Council Members, Council committee members, members of subsidiary company boards and University employees with significant planning and purchasing responsibilities are required to complete a Register of Interest form annually. Confirmation that a full set of returns has been received and checked against supplier's contracts is required before the institution's Financial Statements can be formally endorsed. Further advice for completing the forms is available from the Company Secretary.

Council Members should refuse any personal gift of any significant value whatsoever offered to them by any person or organisation who has or seeks dealings with the University. They should also be wary of accepting hospitality from organisations who have, or may have, business dealings with the University, though on occasions where this may be helpful to the University, discretion should be used. If there are concerns, advice should be taken from the Clerk to Council.

Details of all declarations are recorded on the University's Register of Interests. The master copy of the Register is kept securely in the Secretary's Office where it may be viewed, on request. Its contents are provided to the External Auditors as part of their financial audit of the University's year-end.

Declaration of potential conflicts of interest is a standard item at the beginning of the agenda for all meetings of Council and its committees. Under this item, the Company Secretary will report any potential conflicts identified prior to the meeting and members are required to report any interests which could potentially influence their contribution to discussion on any other agenda item. It is the responsibility of the Secretary to decide on the degree of potential conflict and any appropriate action required.

It is important that Council members do not communicate to the public the proceedings of any Committee meeting, etc., nor the contents of any document relating to the University, unless required by law or expressly authorised to do so.

For more details, see <https://www.hope.ac.uk/media/aboutus/governancedocuments/Declaration%20of%20Interests%20Policy.pdf>

Risk Management and Personal Liability

The Council makes decisions on a collective basis, however, it does not follow that individual members of Council are immune from personal liability for decisions which are made (or not made). As an example the Health and Safety Executive has stated that the role of directors can generally be considered where an offence under health and safety regulations is investigated. Council members are charity trustees, are governed by legislation and need, therefore to:

- Act reasonably and prudently in all matters relating to the charity; to act always in the best interests of the charity;
- Apply the income and property of the charity only for the purposes set out in the governing document;
- Protect all the property of the charity
- Invest the funds of the charity only in accordance with their powers of investment;
- Review regularly the charity's effectiveness.

What are the implications of this for Council Members?

1. Council members should be clear as to their personal duties both under Liverpool Hope University's Articles of Government and the general law, including such matters as health and safety, money laundering, environmental compliance and disclosure to tax authorities.
2. Legal, regulatory and other risks must be properly identified together with suitably robust systems for the management of those risks. Council members must therefore take an active interest in the effective operation of functions such as the Audit and Finance & General Purposes Committees.
3. When assessing Liverpool Hope University's overall tolerance of particular risks it is quite proper to take account of any associated risks of personal liability upon members of Council.

The University has put in place governors liability insurance of up to £5 million.

Brief Summary of some of the Legislative Requirements

Council should ensure that the University complies with all relevant legal requirements – such as Data Protection, Freedom of Information, the Equality Act (2010), the Bribery Act, the Consumer Rights Act, and the Counter-Terrorism and Security Act 2015 – ensuring that the University has appropriate processes and procedures in place to achieve such compliance.

Bribery Act 2010

Key facts of the Bribery Act

Creates two general offences:

1. Offering, promising or giving of an advantage
2. Requesting, agreeing to receive, or acceptance of an advantage

Introduces a corporate offence of:

- Failure to prevent bribery by persons working on behalf of an organisation. (Note: organisations may prevent conviction if they can show that they have adequate procedures in place to prevent bribery)

Makes it a criminal offence to:

- Give, promise or offer a bribe and to receive or accept a bribe either at home or abroad. Measures also cover bribery of a foreign public official

What are the implications for the University and Council members?

The introduction of a corporate offence is of particular relevance to universities, since it covers all members of staff, agents or consultants. Offences can be committed overseas as well as in the UK. However, organisations can defend themselves by showing they have adequate bribery prevention procedures in place, such as:

- Proportionate procedures
- Top-level commitment
- Risk Assessment
- Due diligence
- Communication (including training)
- Monitoring and review

Consumer Rights Act 2015

This Act explicitly includes Higher Education Institutions as service providers and students as consumers. The University as a service provider and, the student whether as an applicant or as an enrolled student, both have duties and rights under this legislation. All information provided by the University to students constitutes a legal contract. All employees of the University whether management, academic or professional services staff are responsible for what they provide to students in writing, by email or verbally and must supply what they say they will provide.

Students who find that any of those services offered have not been supplied will be able to make a formal complaint and be entitled to either the supply of that which was offered or compensation. Using guidance from the Competition and Markets Authority (CMA) a working group has been setup to monitor the University's compliance and to agree principles and raise awareness. The Group is chaired by the Head of Legal Services.

Counter-Terrorism and Security Act 2015

This Act imposes a duty on University Council to have due regard to the need to prevent people from being drawn into terrorism. The University is required not only to conduct a risk assessment related to the overall probability of occurrence, impact and mitigation measures required to manage the threat of radicalisation and extremism, but also to conduct an ongoing management and operational process to ensure that the risk is reduced to an acceptable level.

General Data Protection Regulation (GDPR) / Data Protection Act 2018

The University holds and processes information about its staff, students and other data subjects for academic, administrative and commercial purposes and also to fulfil statutory obligations to the government and other statutory bodies. As such the University must comply with General Data Protection Regulation (GDPR) requirements, which together with the new Data Protection Act 2018, with effect from 25 May 2018 forms the UK's data protection regime.

The University's Data Protection webpages contain further information about how the University processes personal information and data about staff, students and other data subjects:

<https://www.hope.ac.uk/aboutus/governance/generaldataprotectionregulations/>

Equality Act 2010

The University is required to abide by the Equality Act 2010. The Act covers all "protected characteristics" (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) and people within these groups benefit from protection against discrimination.

The Act contains the "Public Sector Equality Duty". The aims of the public sector equality duty are to:

- Eliminate discrimination, harassment and victimisation;
- Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it;
- Foster good relations between persons who share a protected characteristic and persons who do not share it.

Universities have specific duties to help meet the new Equality Duty in a proactive, effective and proportionate way.

Freedom of Information Act 2000

Under Freedom of Information (FOI) the University is required to give the public the right of access to a wide range of official information and greater access to personal information.

The University has a Publication Scheme (based on the model Publication Scheme adopted by the HE sector) that lists the classes of information routinely published, where the information is published and any charges for access to this information:

<https://www.hope.ac.uk/aboutus/governance/foirequests/>

All employees of the University who are responsible for any information must abide by the Act.

Modern Slavery Act 2015

The Modern Slavery Act 2015 brought into effect a new requirement for large organisations, including educational institutions with a turnover of £36m and higher, to disclose the steps they have taken to ensure slavery and human trafficking are not taking place in their businesses and supply chains.

By driving up transparency, the expectation is that modern slavery will be tackled with greater urgency. In particular, a Transparency Statement should be published annually and within six months of each financial year-end outlining the steps that have taken place during the year to ensure that this is the case. Council as the University's governing body will be responsible for approving and signing the statement.

The University's Modern Slavery Statement is published on the University's procurement page:

<https://www.hope.ac.uk/aboutus/finance/procurement/>

Gender Pay Gap

All employers with 250 or more employees must publish figures comparing men and women's average pay across the organisation.

The University's latest Gender Pay Gap is published at:

<https://www.hope.ac.uk/gateway/staff/personnel/genderpay/>

General Information about the University

Quick Facts about the University

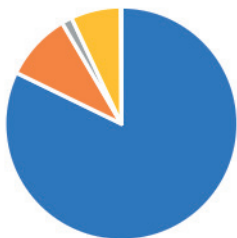
Student profile

The University publishes its data on both staff and students under a number of different headings every month. Details can be found at:

<https://www.hope.ac.uk/aboutus/governance/universitydata/>

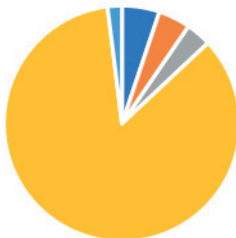
The following provides a quick snapshot of the student population as at July 2022. This shows that the student population is predominantly undergraduate with white ethnicity and only a small number of international students. We have an above average number of disabled students.

Level



■ Undergraduate ■ PGCE ■ PG Research ■ PG Taught ■ Other

Ethnicity



■ Asian ■ Black ■ Mixed ■ White ■ Other/Unknown

Disability



■ Disabled ■ Not Disabled ■ Other/Unknown

Geographical Group



■ UK ■ EC ■ Overseas

Pastoral Care and Student Development and Well-being

The University has a Support and Well-being Team which provides support for all non-academic issues that students may need help with. This ranges from advice on financial support to careers advice and health concerns. They provide a one-stop service and address all aspects of student pastoral care in an integrated way. The Learning Support team works with disabled students in order to minimise any potential disadvantage they may face because of their disability. There is specific support for students who are suffering with mental health issues, which includes access to trained counsellors on site, and advice on accessing support externally. Drop-in sessions are available daily.

Further details can be found at:

<https://www.hope.ac.uk/lifeathope/studentsupport/>

Chaplaincy

There is also a well-staffed Chaplaincy which, in addition to contributing to the community of students, offers support:

<https://www.hope.ac.uk/lifeathope/ourcampuses/hopepark/chaplaincy/>

Senior Resident Tutors (SRTs)

The University owns all its Halls of Residence and each year appoints a team of SRTs who look after some 1,000 students who reside in its Halls at Hope Park, Aigburth and Creative Campus (City Centre). The SRTs work closely with the Proctor, Campus Operatives and the Head of Residential Life to ensure that any student issues are dealt with promptly and effectively.

Integrated Curriculum

Unlike most universities in the UK, Liverpool Hope decided to move away from fragmented modular learning to a holistic approach to its curriculum. Whilst students still have choice in elements of their course, overall they received a common curriculum with a prescribed balance of teaching, seminars and tutorials.

Small Tutorial Groups

As part of this integrated approach, students are assigned tutorial groups comprising ten students who meet regularly throughout each term with a named tutor. This allows students to develop a sense of community and, as well as provide a forum for more in-depth discussion of academic topics, means that tutors get to know their tutees better and can provide another strand to pastoral support.

Plas Caerdeon

The University has an outdoor education centre in North Wales set in 18 acres of private, secluded woodlands within the Snowdonia National Park, overlooking the beautiful Mawddach Estuary. The centre delivers outdoor activity courses to a wide range of external groups. More importantly, it is a resource for all students and staff, and all students visit at least once during their time at the University, usually in their first year as part of team building and project work.

University Partnerships

The University works with a number of partner organisations to support the delivery of its provision. Partnerships are categorised as:

Academic partners: These are educational partners, local, regional, national and international, whom the University identifies as having strategic significance to the vision and mission of the University.

Members will also receive an Annual Report from the Partnerships and Accreditation Committee. If members wish to see previous versions of the Report, please contact dykinsd@hope.ac.uk

University Structure

The University is based around eight Schools and two Departments which are supported by a number of Central Service Departments. The top tier of management is as follows:

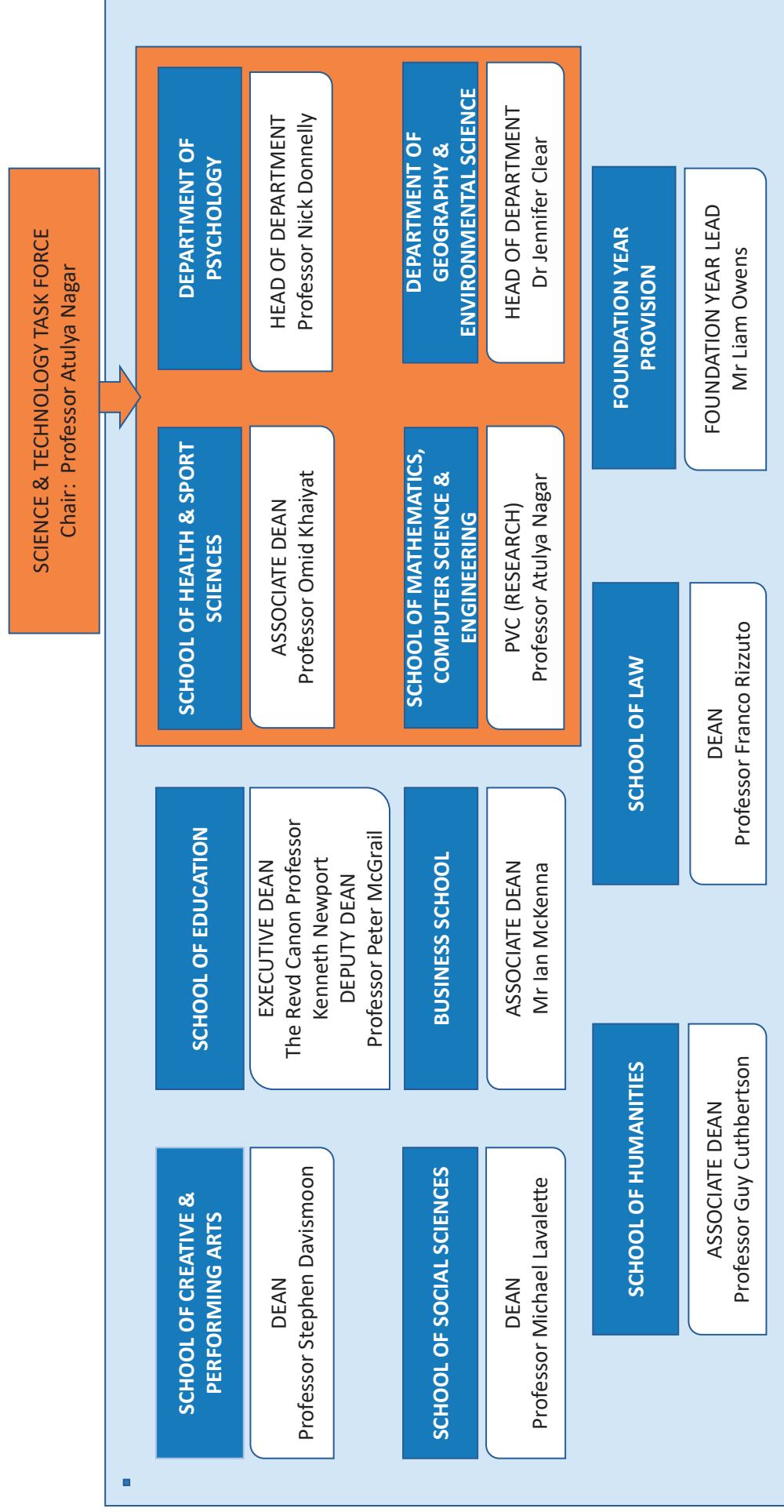
University Senior Executive Team (USET)

- Vice-Chancellor: Professor Gerald Pillay
- Deputy Vice-Chancellor: Revd Canon Professor Kenneth Newport
- Deputy Vice Chancellor & Provost: Dr Penny Haughan
- Pro Vice-Chancellor Research: Professor Atulya Nagar
- Executive Director of Finance, Services and Resources: Ms Sue Beecroft
- Dean of Social Sciences: Professor Michael Lavalette
- Dean of CAPA: Professor Stephen Davismoon

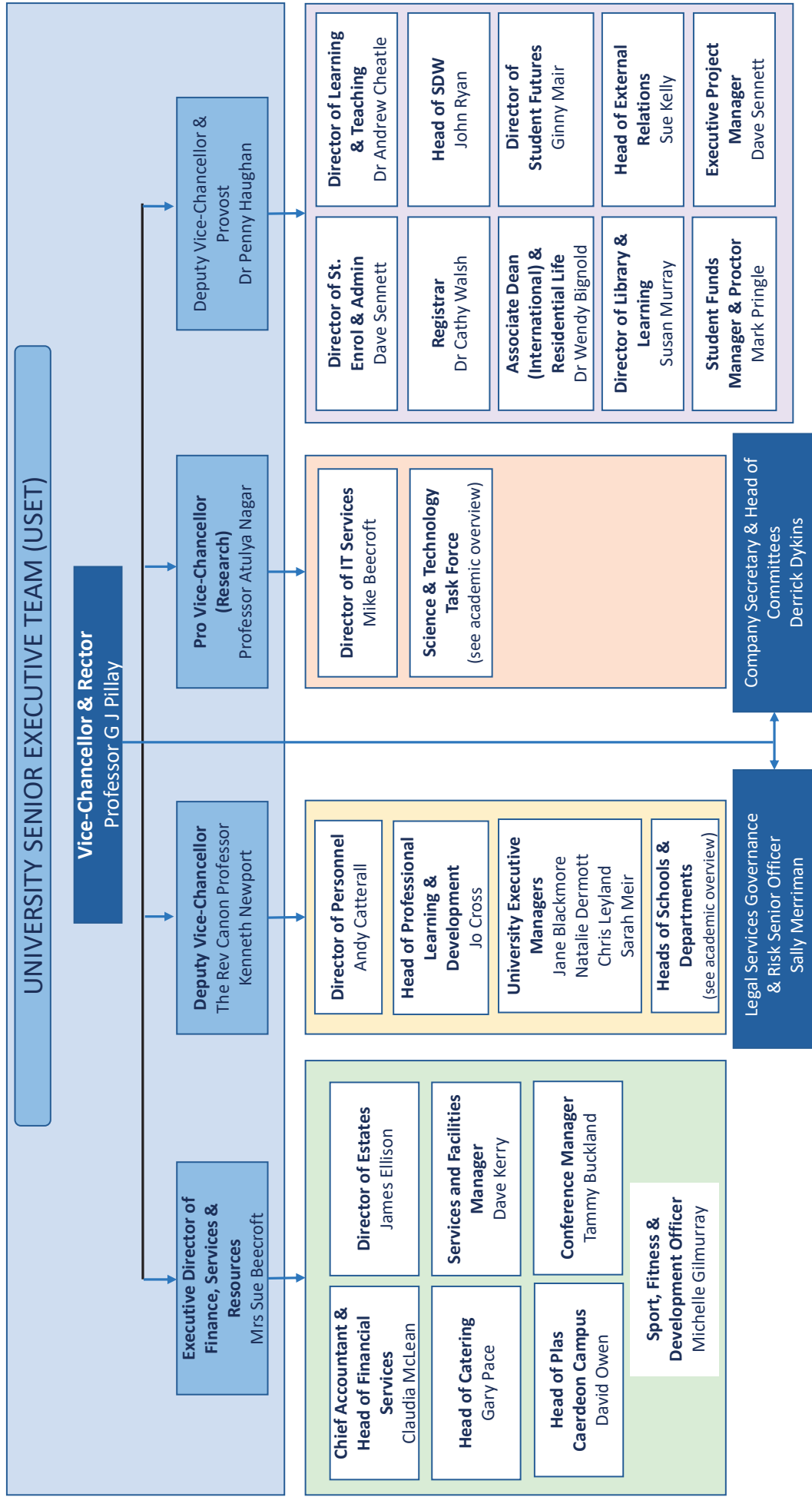
Operations Leadership Team (OLT)

- Director of IT Services: Mr Mike Beecroft
- Director of Personnel: Mr Andy Catterall
- Director of Estates: Mr James Ellison
- Director of Student Enrolment and Administration: Mr Dave Sennett
- Estates Services Manager: Mr Dave Kerry
- Chief Accountant and Head of Financial Services: Ms Claudia McLean

Liverpool Hope University: Academic Overview 2022/23



Liverpool Hope University: Organisational Structure



Schools and Departments

The University has eight Schools:

- Creative and Performing Arts (CAPA): Professor Stephen Davismoon
- Education: TBC
- Social Sciences: Professor Michael Lavalette
- Business: Mr Ian McKenna
- Humanities: Associate Professor Guy Cuthbertson
- Health Sciences: Professor Omid Khaiyat
- Mathematics, Computer Science & Engineering: Professor Atulya Nagar
- Law: Professor Franco Rizzuto

and two Departments:

- Geography & Environmental Science: Dr Jen Clear
- Psychology: Professor Nick Donnelly

Support Services

Student Administration

Director of Student Enrolment and Administration: Mr Dave Sennett

Student Administration supports the work of the University's academic Schools and Departments and academic decision-making processes.

Estates & Facilities

Director: Mr James Ellison

The aim of the Estates & Facilities Directorate is to create and maintain a physical environment that meets the University's business needs and provides a great student experience. The Directorate provides the following services:

- Waste and water management
- Space management
- Building infrastructure
- Capital building works and client project management
- Minor building works and services management
- Building maintenance and mechanical and electrical services maintenance
- Cleaning
- Security
- Portering

Finance

Executive Director of Finance, Services and Resources: Ms Sue Beecroft

Chief Accountant and Head of Financial Services: Ms Claudia McLean

Financial Reporting and planning to SMT and Council. Financial operations including accounts payable, accounts receivable and payroll and external Audit.

Personnel

Director: Mr Andy Catterall

The University's aim is to have the right people, at the right time, competent and motivated to deliver the goals of the organisation. Engaging our people in the process of achieving the objectives of the University Strategy through co-designing and providing the environment and learning experience in which our students and employees can thrive.

IT Services

Director: Mr Mike Beecroft

The IT Directorate provides the entire IT infrastructure in the University along with service and support for all University desktops and laptops.

The University has a wide range of IT services available for students and staff. The IT Directorate provides access to support services, open access PC clusters, email and internet access, wireless access across all campuses including cafés, common Microsoft applications such as Office/Excel, printing facilities, network document storage (available from on and off-site), and the University's virtual learning environment (Moodle).

External Relations

Head of Corporate Communications: Ms S Kelly

External relations deal with the following:

- Student Recruitment
- Marketing – to promote the University to all potential and current students
- International Unit – dedicated team who provide advice and support to international students both current and potential. They are always available to help to ensure the ongoing happiness, safety and success of all students whilst they study at the University.

Students' Union (SU) 2022/23

President: Ms Erin Meharry

General Manager: Kharrum Dar

The Students' Union is structured around three elected sabbatical officers (President, Vice- President Education, and Vice-President Welfare) who are supported by permanent full time employees.

The Students' Union is independent from the University and operates through a constitution which was revised and approved by Council in June 2021. The constitution allows the Students' Union to be registered as a charity and clearly details its objects and powers, Membership, Trustees, Executive Committee and the powers and responsibilities of the Student Council.

There is a Code of Practice for the Students' Union and the University, which regulates the relationship between the two. Section 22 of the Education Act 1994 places a legal requirement on University Council to ensure that the Students' Union "operates in a fair and democratic manner and is accountable for its finances". University Council has to approve the governing documents of the Students' Union. Further information generally about the relationship between the Students' Union and University Council can be found at: https://www.universitychairs.ac.uk/wp-content/uploads/2016/02/guide_for_members_of_higher_education_bodies.pdf

Logistical and Operational Information

This section provides information for Council members in relation to claiming expenses, parking on University premises and use of their ID cards and gives key dates for the academic year.

Calendar and Meeting Dates 2022–23

Audit Committee	Wednesday 14th September 2022	3.30 pm
	Thursday 3rd November 2022	3.30 pm
	Wednesday 15th March 2023	3.30 pm
	Wednesday 14th June 2023	3.30 pm
Board of Regents	Wednesday 19th October 2022	6.00 pm
	Monday 17th April 2023	6.00 pm
Council Standing Committee on Health & Safety	Thursday 27th October 2022	2.00 pm
	Tuesday 28th February 2023	2.00 pm
	Thursday 8th June 2023	2.00 pm
Council Standing Committee on Research Ethics	Tuesday 4th October 2022	11.00 am
Finance & General Purposes Committee	Tuesday 1st November 2022	2.00 pm
	Thursday 23rd March 2023	2.00 pm
	Thursday 15th June 2023	2.00 pm
Graduation	Thursday 26th January 2023	
	Tuesday 18th July 2023	
	Wednesday 19th July 2022	
	Thursday 20th July 2023	
Mission and Values Meeting	Wednesday 12th October 2022	2.15 pm
	Tuesday 24th January 2023	10.30 am

Staffing Committee	Tuesday 25th October 2022	2.00 pm
	Wednesday 1st March 2023	2.15 pm
	Wednesday 31st May 2023	2.15 pm
University Council	Wednesday 21st September 2022	4.00 pm
	Tuesday 22nd November 2022	4.00 pm
	Wednesday 19th April 2023	4.00 pm
	Wednesday 5th July 2023	4.00 pm

Expenses

All Council members are entitled to claim expenses in relation to their role and the University actively encourages members to submit claims.

Any expenses you have incurred should be claimed on the University Expenses form which is available by clicking on the Non-Staff Travel Expense claim at:

<https://www.hope.ac.uk/gateway/staff/stafffinance/financeformspoliciesandprocedures/>

Mileage is currently paid at 40p per mile and receipts for other reasonable expenses, including travel by other means and subsistence must be attached to the form. Completed forms should be given to the Clerk to the Council for authorisation and submission and you will be reimbursed via the BACS system shortly thereafter.

It is recommended that you claim your expenses on a monthly basis.

Please note University regulations state that claims must be made within three months of expenditure.

Parking Permits

Council members are eligible to apply for a parking permit, free of charge, which can be used on any of the University's campuses where spaces are available. Note that parking at Creative Campus is often limited.

If you require a parking permit please contact the Secretary's Office.

Photo ID Cards, Wi-Fi and Email

Council members may be issued with a Photo ID Card and University email address. The card enables access to the University's premises, including the Library; your email address is required for access to the University's Wi-Fi though correspondence will continue through your personal email account.

Appendices

Appendix 1: Nolan Principle of Public Life

All Council members and the Council as a whole should, at all times, observe the highest standards of corporate governance in the exercising of their responsibilities. In particular, they should conduct themselves in accordance with the accepted Seven Principles of Public Life drawn up by the Committee on Standards in Public Life (the Nolan Committee).

1. **Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
2. **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership:** Holders of public office should promote and support these principles by leadership and example.

Appendix 2: Council Member Profiles



Revd Canon Peter Winn – Chair of University Council

I'm a Parish Priest of the Church of England Diocese of Liverpool. My church is St Margaret's in Anfield - I've been there for twelve years. I am the Chair and Pro Chancellor of University Council. I was nominated by the Trustees of Warrington Training College.

I am Vicar of the parish of St Margaret, Anfield and an Honorary Canon of Liverpool Cathedral. I am married and have two grown-up daughters.



Mr Tim Alderman

It is a great honour to serve on Hope Council but dare I say an even greater honour to represent the order of the Sisters of Notre Dame, upon which the University built its foundation, as Headteacher of one of two great Notre Dame schools in Liverpool, St Julie's Catholic High School.

Born in Newton-Le-Willows, I was educated first by the Loreto Sisters in Altrincham and then by the Christian Brothers at St Edward's College, Liverpool. I attended Liverpool John Moores University where I gained BSc(Hons) 2:1 in Microbiology and then pursued a career in the retail sector with Tandy Corporation which prepared me well for teaching. At St John Bosco I was appointed Gifted & Talented Network Co-ordinator for 6 schools in North Liverpool. As I moved to Childwall Sports College to be Head of Science I fulfilled a similar role with 8 schools in South Liverpool. After 5 years as Deputy Headteacher there I was delighted to be appointed Headteacher at St Julie's in 2010. Since then I have chaired the Liverpool Association of Secondary Headteacher's (LASH), the Liverpool Learning Partnership (LLP), I sat on Liverpool Safeguarding Children's Board (LSCB) and Critical Incident Group for 4 years.

My proudest moment was achieving an 'outstanding' judgement for Leadership & Management in an OFSTED report whose opening line stated 'Social justice is the principle that has guided this school's rapid improvement over the past two years.'



Mrs Jane Beever

I started my career in education as a modern foreign languages teacher (Italian and French), teaching in a variety of state and church schools throughout England. I have been Head Teacher at Loreto Grammar School since 2006; Loreto is a National Teaching School and works in partnership with, and provides support and training for, a variety of schools. In 2012, I was appointed a National Leader in Education and in May 2017, I became a member of the inaugural cohort of the National School of Formation, a network of leaders in Catholic Education. I am a Eucharist Minister at St Oswald's Church in Warrington and I was appointed via the Nominations Committee.



Ms Ann Marie Costello

After completing a degree at the University of York and a PGCE at LIHE I started my career in education as a teacher of history and religious education in 1990 at Notre Dame Catholic College and I have had the honour of serving this school and the Sisters of Notre Dame for the last 31 years. I was appointed as Deputy Headteacher in September 2020 after undertaking a number of leadership roles predominantly leading on personal development, pastoral care, student well-being, careers education and safeguarding.

I was nominated by the Sisters of Notre Dame.



Dr Edwin Djabatey

I am a Consultant Anaesthetic Doctor (anaesthetist) and have been a clinician for the last 36 years. As an anaesthetic doctor, I have provided clinical services and leadership support in Anaesthesia, Perioperative and Critical Care services, anaesthesia for short. These services underpin all of secondary care. During this period I have held various leadership roles including Clinical Director of Anaesthesia and Theatres. I am the immediate Past President of the Liverpool Society of Anaesthetists. The Liverpool Society of Anaesthetists is the society for all anaesthetists in Merseyside, Cheshire and North Wales region. I have useful experience in working with clinical networks both internally and externally. I am committed to life-long learning as such I have an ongoing role in medical education as an educational and clinical supervisor of anaesthetic trainees (doctors).

I was appointed via the Nominations Committee.



Ms Jean Ellis

After graduating from Liverpool University with a degree in pure maths, I joined Liverpool-based firm DSG Chartered Accountants to train. Whilst working as an Audit Manager with the firm, I went on to study to become a chartered Tax Advisor. After spending time as a Finance Director at a UK listed company with substantial investments in sub Saharan Africa, I returned to DSG as a Partner. Whilst back at DSG, I studied to become a licenced insolvency practitioner.

As a Corporate Partner at the firm I head up a substantial portfolio of clients including large corporate groups, as well as the firm's not for profit and regulated audit department. I am also responsible for the firm's finance and administration functions. I am a non-executive director of MediCash and a trustee of two local charities, The Big Trust and Safe Regeneration Limited. I am also a member of the finance committee for the Liverpool Chamber of Commerce.

I live in North Wales and enjoy running, walking and cycling.



Revd Canon Christopher Fallon

A priest of the Archdiocese of Liverpool since 1978, I have served in parishes in Netherton, the City Centre (where I was a member of the City Centre Ecumenical Team), Gateacre, Toxteth and Aigburth. I have been parish priest of St Teresa's, Norris Green, since 2010 and became Director of the Permanent Diaconate for the Archdiocese in 2016. Alongside and in between appointments in parish ministry, I led the Archdiocesan Department for Pastoral Formation for about fifteen years and worked for ten years at Ushaw College, Durham, where, in partnership with Anglican and Methodist institutions and Durham University, I was involved in designing and delivering programmes for the formation of ordinands and lay ministers. My first degree was in Theology at Durham University, I studied in Denver for a Masters in Community Development and in 2012 I completed a PhD research project through Durham University, which was published under the title 'Who Do We Think We Are? How Priests Understand Themselves Today.' I was nominated by the Trustees of Christ's & Notre Dame and am currently a member of the University's Staffing Committee.

I was nominated by the Trustees of Christ's & Notre Dame.



Dr Penny Haughan

I am the Pro Vice-Chancellor, Student Life and Learning at Liverpool Hope University. My portfolio covers the whole Student Experience from Recruitment and Enrolment to Graduation and beyond. This includes management of Student Administration, the Library and External Relations functions of the University alongside the more traditional aspects of Student Pastoral Care, including Residential Life and International Unit. I am also the University Lead on Learning and Teaching and have championed the widely recognised Liverpool Hope Network of Communities of Practice. I led Hope's TEF entry and am inordinately proud of Hope's gold outcome.

Penny's academic background is in Biochemistry. She was previously the Dean of Students and before that the Dean of Sciences and Social Sciences at Hope.



Very Revd Dr Sue Jones

I was appointed Dean of Liverpool in 2018. My first degree, a Bachelor of Education was from a Church College Foundation, Trinity College, Carmarthen. I have spent most of my ministry in ministerial (clergy) education having served in a theological college in Cardiff and as Director of Mission and Ministry in the Diocese of Derby. I have served as a priest in Swansea, Llandaff, North Wales, Derby and now Liverpool.



Ms Lesley Martin-Wright

Born in the North East of England, following her studies Lesley went to work in Singapore before moving to London to work for blue chip companies. In 1989, the family moved to Merseyside, and Lesley worked for several local businesses before starting her own consultancy company. Headhunted by a Liverpool law firm, Lesley then spent 10 years as Head of Marketing & Business Development, before joining Knowsley Chamber of Commerce as the CEO in 2011.

Lesley is an advocate for Chambers of Commerce – they are the glue that help to forge strong and important business support networks, and are able to conduct advocacy on behalf of the business community so that the private sector voice is heard. In 2015, Lesley was appointed Head of Business Growth & Inward Investment at Knowsley Council; this unique role within the Liverpool City Region brings together a public and private sector partnership and a single front door for all types of business support in Knowsley.

Lesley has been a Magistrate since 1993, has served as a school governor for Merchant Taylors' Schools, and was appointed a Deputy Lieutenant of Merseyside in April 2014. In 2017 Lesley was commissioned as Honorary Colonel of 156 Royal Logistic Corps, she is also a Trustee of the PH Holt Foundation.



Fr Chris McCoy

I am a priest of the Archdiocese of Liverpool. Since ordination in 1977 I have worked in a variety of different ministries: parish work, 6 years in Peru, Chaplain to the Deaf, University Chaplain and then National Co-ordinator of University Chaplains. I returned to parish work in 2001 after having completed four years in Paris as International Chaplain to the International Movement of Catholic Students (IMCS) which operates in 80 countries around the world.

I was nominated by the Archbishop of Liverpool to be his representative on University Council. I am currently a member of the University's Finance and General Purposes Committee.



Dr Arthur Naylor

Since September 2014 I have been working as the Higher Education Adviser at the Catholic Education Service of England and Wales. Between January 2013 and August 2014 I was Interim Principal and then first Vice-Chancellor of St Mary's University, Twickenham having been asked by the Board of Governors to return to St Mary's where I had served as Principal until October 2010. My final act in 2010 together with the Chair of Governors was to welcome Pope Benedict to St Mary's.

I am a graduate of Glasgow University in Mediaeval and Modern History followed by postgraduate degrees in Education. My doctoral research was on pastoral care structures in Secondary Schools in Scotland. After teaching History in secondary schools in the West of Scotland I lectured in Education and was a departmental head and Assistant Principal of Colleges which became the Faculty of Education at the University of Glasgow. I am also a graduate of Henley Management College where I completed a Masters degree in Business Administration.

In my time as Principal of St Mary's I served on a range of national bodies including the Universities and Colleges Employers Association, the Training and Development Agency for Schools, and the Joint Advisory Committee on Church Universities established by the Higher Education Funding Council for England.

I am particularly interested in theatre in education having served for some years as Chair of the Richmond Theatre Trust and currently as a trustee of the Ambassador Theatre Group West End Trust. I am also currently a governor/Vice Chair of the Quest Academy, Croydon.

I was nominated by the Trustees of Christ's & Notre Dame. I am currently a member of the University's Staffing Committee.



Revd Canon Professor Kenneth Newport

I have been at the University for over twenty years and during that time have seen it develop beyond recognition. Before coming to Hope I taught at the Universities of Manchester and St Andrews and also in Hong Kong. In addition to my role at Hope I am a priest in the Church of England and have some parish responsibilities in the Diocese of Manchester. I am a Canon of Manchester Cathedral. It was my privilege to be educated to doctoral level (DPhil) at the University of Oxford and relatively recently I was awarded a 'higher doctorate' (DD) by examination of published works, also by Oxford. Coming from a less privileged social background than many of my fellow students, very early in my academic career I developed a passion for widening participation and am a firm believer in the power of education to enhance individual life experience and impact positively on society as a whole. I have undertaken work for the Quality Assurance Agency and have more recently worked with others to establish accredited teacher training provision in the United Arab Emirates. As Dean of Education at Hope, as well as PVC (Academic), it is my role to ensure that the University continues to meet the exacting standards to which it is committed and, in particular, to play a part in the development of an academic community founded upon the twin principles of respect and trust.



Mr John Norbury

I graduated in Law from Hull University in 1978. In 1979 I joined the Liverpool based stockbroking firm of Tilney and Co and have worked there ever since. During my time at Tilney I have held various senior positions including Chief Executive Officer and Chairman. The company is now known as the wealth management business Tilney Bestinvest. I am the Deputy Chairman of the Group. I am also a trustee of the company pension scheme.

My extra curricular interests have primarily been in education and golf. I have served as a governor of two schools; one state one private. I am now serving my second term as a Council member at Liverpool Hope. I have served on committees of the R & A in St Andrews which is the governing body for world golf.

I was appointed via the Nominations Committee. I am currently Chair of the University's Finance and General Purposes Committee.



Professor Gerald Pillay

I was born in the former British colony of Natal in South Africa and hold a Doctor of Philosophy degree from Rhodes University and a Doctor of Theology degree from the University of Durban. After lecturing at the University of Durban-Westville, I became Professor of Ecclesiastical History at the University of South Africa in 1988.

In 1997 I became Foundation Professor and Head of the Department of Theology and Religious Studies at Otago University, New Zealand's oldest University, based in Dunedin. In 1998, I was asked to serve as the first Head of Liberal Arts within that University. I have served in senior leadership roles at The University of South Africa and the Human Sciences Research Council in Pretoria and has lectured in several institutions abroad.



Ms Paul Raper

I have been with Liverpool Hope University since 2014 as a Senior Professional Tutor in the School of Business. I teach HRM (Human Resource Management) and Organisational Behaviour on the Undergraduate and Postgraduate programmes. As a firm advocate of widening participation, I am pleased to have responsibility for the Foundation programme in the Business School. I previously taught an MSc in Training & HRM at Leicester University and I hold Master's degrees in both Occupational Psychology and Human Resource Development.

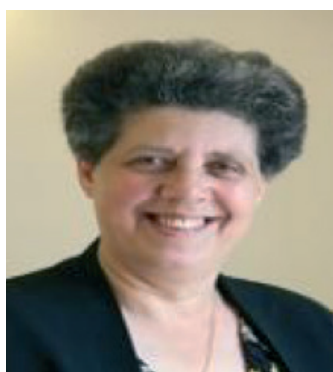
Prior to joining Hope University, I worked with local stakeholders to design and deliver the skills and employment strategy across the Liverpool City Region. I hold memberships of the CIPD (Chartered Institute for Personnel Development) and the BPS: DOP (British Psychological Society, Division of Occupational Psychology).



Mr Ultan Russell

I was, for over eighteen years, the Director of Church and Society in the Liverpool Church of England Diocese and the Assistant Synod Secretary. I am a Roman Catholic and one of the first (if not the first!) to be married to a woman Anglican priest (Revd Canon Cynthia Dowdle OBE). My previous jobs included working for the British Council of Churches and Birmingham Churches Together where my focus was inter church relations, church-civic links and equality/diversity.

I served for six years as President of the National Council of Lay (RC) Associations and was awarded the Papal Medal Pro Ecclesia et Pontifice. Currently Ecumenical Officer for Liverpool Archdiocese and Chair the Commission for Dialogue and Unity. I am a Trustee of Churches Together in the Merseyside Region (chairing the Liverpool-Koln Partnership Group). For 10 years I chaired the VS6 Consortium grouping Liverpool City Region's key third sector agencies. I am on the Readers' rota at the Metropolitan Cathedral. I was nominated by the Trustees of Christ's & Notre Dame.



Mrs Maggie Swinson

I was appointed a Warrington trustee in the early 1990s. I did my MA in Ecclesiastical Theology at Liverpool Hope – my first degree, in Music, is from Liverpool University.

I'm a chartered accountant and I'm self-employed on a part time basis. I've been on the General Synod since 1985 and I'm Moderator of Churches Together in Great Britain and Ireland.

I was nominated by the Trustees of Warrington Training College. I am currently Chair of the University's Staffing Committee.



Dr Caroline Wakefield

I graduated in 2003 with an honours degree in English Literature and Sport Science, before completing a PGCE in 2004. I have a PhD entitled 'The effect of PETTLEP-based imagery interventions on motor performance' from the University of Liverpool. Following teaching positions at the University of Chester and University of Lincoln, I joined Liverpool Hope University in 2009, attaining an Associate Professorship in 2014. I was nominated by Senate.



Judge Graham Wood

I was a barrister for 31 years and I've been a judge for nearly three years. I'm a Circuit Judge and Head of Civil Justice on Merseyside, responsible for St Helens, Wigan, Liverpool and Birkenhead.

I've been involved in secondary education governorship for nearly 15 years and I'm fairly new to tertiary governorship. I'm Deputy Chancellor of the Diocese of Liverpool.

I'm also a reader at All Saints Church, Childwall and former Chair of Governors at Liverpool College.

I was nominated by the Trustees of Warrington Training College. I am currently a member of the University's Audit Committee.

Appendix 3: Useful Web Links and Information Sources

- Advance HE (comprising the work of the Equality Challenge Unit, Higher Education Academic and Leadership Foundation): <https://www.advance-he.ac.uk/>
- Charity Commissioners: <https://www.gov.uk/topic/running-charity>
- Committee of University Chairs (CUC): <http://www.universitychairs.ac.uk/>
 - Higher Education Code of Governance (2018 Revision): <https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Code-of-Governance-Updated-2018.pdf>
 - Higher Education Senior Staff Remuneration Code (2018): <https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Remuneration-Code.pdf>
 - Handbook for Members of Audit Committees in Higher Education Institutions (CUC, 2008): <http://www.universitychairs.ac.uk/wp-content/uploads/2014/12/Handbook-for-members-of-Audit-Committees.pdf>
- Office for Students (OfS): <https://www.officeforstudents.org.uk/>
- Higher Education Statistics Agency (HESA): <https://www.hesa.ac.uk/>
- Office of the Independent Adjudicator (OIA): <http://www.oiahe.org.uk/>
- Quality Assurance Agency (QAA): <http://www.qaa.ac.uk/>
- UK Research and Innovation (UKRI): <https://www.ukri.org/>
- UK Visas and Immigration (UKVI): <https://www.gov.uk/government/organisations/uk-visas-and-immigration>
- University UK: <https://www.universitiesuk.ac.uk/>

Appendix 4: Key Terms for New Governors

Academic Board/Senate

The role of the Academic Board is to approve academic policies, oversee the academic standards and quality of the academic activity, authorise awards of the institution, appoint external examiners and provide advice to the vice-chancellor on the strategic direction of the institution's academic activity. This board may have a different name, albeit the same function, in different institutions eg in further education colleges delivering higher education.

Academic Freedom

Protected under UK law, which means that HEIs have a duty <<to ensure that academic staff have freedom within the laws to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs, or privileges they may have at their institutions>>.

Franchising from another provider

A 'franchise course' is a course subject to an agreement by one institution (usually a provider with degree awarding powers) that another organisation may deliver all or part of a programme approved and owned by the first institution. The franchising institution retains overall and ultimate control of the programme's content, delivery, assessment and quality assurance arrangements. This includes fee setting, data collection, quality assurance and dealing with complaints. Generally, if an awarding provider is in a franchise relationship with a delivery provider, the students' academic relationship is with the awarding

provider, and the same quality assurance arrangements will apply as for provision delivered by the awarding provider. A further education college may franchise its higher education programmes from more than one university.

Further Education College (FEC)

A further education college providing courses to students which may include provision at higher education level.

Quality reviews of higher education providers conducted by the QAA

The QAA carries out reviews using a variety of methods. The method used depends on a number of factors, including where a provider is based; whether they are a university, further education college or other type of provider; and the type of higher education qualifications that they offer.

Institutional Autonomy

Implies freedom from direct government control, and the success of UK higher education is often linked to such autonomy. The governing body is the legal personification of a higher education institution and is therefore crucial to autonomy.

Graduate Outcomes

Is a new model for the collection of graduate destinations data. This model reflects recent changes in the HE sector and in the graduate labour market.

National Student Survey

Gathers students' opinions on the quality of their courses. The survey purpose is to contribute to public accountability, and help inform the choices of prospective students.

Quality Code

Was developed with the higher education sector, and is maintained and published on their behalf, by the Quality Assurance Agency (QAA). It sets out the expectations all providers of UK higher education are required to meet.

Teaching Excellence and Student Outcomes Framework (known as the TEF)

Aims to recognise and reward excellence in teaching and learning, and help inform prospective student choices within higher education. The outcomes (gold, silver, bronze) provide information to help prospective students choose where to study.

Unistats

Is the official site that allows users to search for and compare data and information on courses in higher education institutions and HE courses in further education colleges across the UK.

Validation

Some higher education providers may not have the power to award degrees but may wish to offer a course leading to an award from a provider which does. To do this they can enter into a 'validation agreement' with that provider. A validated course is described in the UK Quality Code for Higher Education as a module or programme which a degree-awarding body approves to contribute, or lead, to one of their awards. Students on the course normally have a direct relationship with the provider delivering the course.

The course is owned by the institution delivering the course but the degree awarding body is ultimately responsible for the academic standards of any awards granted in its name, and for the quality of the learning programme.

Glossary of Useful HE Terms

Term	Explanation
CUC	Committee of University Chairs
DAP RDAP / TDAP	Degree Awarding Powers (Research / Taught)
DQB	Designated Quality Body (currently the QAA)
HESA	Higher Education Statistics Agency
HEI/P	Higher Education Institution/Provider
NSS	National Student Survey
NUS	National Union of Students
OfS	Office for Students
OIA	Office of the Independent Adjudicator
PSRB	Professional, Statutory or Regulatory Body
QAA	Quality Assurance Agency for Higher Education
REF	Research Excellence Framework
TEF	Teaching Excellence Framework
TRAC(T)	Transparent Approach to Costing Requirements

Appendix 5: Practical Tips for being a University Council Members

These tips are particularly relevant for new members:

1. Do not be afraid to get to know the Clerk and Company Secretary to the Board. They are usually your first port of call for any questions about deadlines, papers and the mechanics of decision making.
2. Do not be scared to ask the stupid question. If something does not make sense, you probably are not the only one who does not know.
3. Remember, all members have the same rights, and the same responsibilities. You are a governor because you bring skills, experience and particular perspectives to the work of the board. No one governor is more important than another is.
4. Read the CUC Higher Education Code, the voluntary code of governance for the sector.
5. Do not be bamboozled by the higher education language and abbreviations (see Appendix 4).
6. The Clerk should inform you about training and development opportunities (run either internally, or by other organisations externally). This is a valuable chance to further your knowledge and meet governors from other institutions.
7. Sign up for the Wonkhe free weekly email (there is also a paid for daily email). This gives a handy overview of what is going on in the higher education sector.
8. Get to know the student and staff governors, a useful opportunity to hear from fellow governors who also have a direct perspective into the workings of the University.
9. Do not be scared to challenge the status quo. It can be easy to conform to the norms and practice of a higher education provider, but new ideas should be welcomed.
10. Try to balance the short, medium and long term. Council members have a responsibility for all three, and your input should try to put some emphasis across this.
11. Be conscious of your strengths and development areas. Do not feel confined to speak only where you have professional experience, though you may add more valued in that arena.
12. Review performance. The best governors and boards review individual and collective performance and continually look for ways to improve.
13. Challenge and support. Governors often see themselves as a critical friend.
14. Take up opportunities to attend University events where you can meet students and staff in an informal setting. If staff raise queries with you or ask you to take on board their comments, it is usually helpful to seek advice from the Clerk on how these might be addressed as a first step, or the Chair if that is more appropriate.
15. Look for opportunities to add valued and where appropriate, act as an ambassador for the University.



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