MINUTES SECTION A – OPEN FOR PUBLICATION

Part One – Preliminary Items

1. Highlighted Items
   Council agreed the highlighted items.

2. Minutes
   The minutes of the meeting held on 6th July 2016 were approved.

3. Matters Arising
   Council noted the table of actions arising from past meetings and that good progress had been made in addressing outstanding actions.
The Chair noted that this was the first meeting of the Council of City as a member of the University of London federation.

The Chair welcomed Liz Rylatt, Chief Financial Officer, and Ron Zeghibe, to their first meeting of Council as members.

The Chair also welcomed Kerry Shepherd and Ben Tucker from Minerva, who were observing the meeting as part of the Council Effectiveness Review. The Chair reminded Council Members, who had not already done so, to take some time to complete the review questionnaire issued by Minerva.

4. Conflicts of Interest
There were no conflicts of interest.

5. Items Specially Brought Forward by the Chair
- The Chair thanked all lay members who had attended Senate during 2015/16. The feedback from Senators had been very positive and the initiative would continue for 2016/17.
- The Chair thanked all lay members who had attended 2015/16 graduation ceremonies and asked as many lay members as possible to attend graduations in 2016/17. Dates would be circulated by the Events Team in due course.
- There would be a meeting with students following today’s Council. The Chair noted that the last meeting with students had been an excellent opportunity to hear the views of students and reflected the strong reciprocal relationship they have with City. Today’s conversation would focus on “community”. The Chair would provide Council with an update in November.
- The Chair and the President were each arranging individual meetings with officers of the 30% Club to explore the possibility of joining.
- The University of London was to introduce a Private Bill in November which would permit Colleges in the federation to hold University title. It was anticipated that the Bill would become law in the summer of 2017 and would then enable City to decide to apply for University title within the federation.
- The Chair wished to ensure that Council played its part in City’s Athena SWAN application. CGNC would accordingly discuss whether Council should set equality and diversity membership targets for itself and its Committees at its next meeting. Proposals would be put to the next meeting of Council on 25th November.
- The Plenary Dinner scheduled for 24th November coincided with the THE Awards dinner and as City had been shortlisted for the award of ‘University of the Year’ the President and some other members of the Executive would attend the THE Awards Dinner. The VP (Research & Enterprise), Professor Andrew Jones had kindly agreed to lead discussion at the Council Plenary Dinner and would cover the Research Excellence Framework, Enterprise and Prevent.
- At the Council Away Day on Friday 3rd February, time would be scheduled for feedback from Minerva on its review of Council’s effectiveness. There would also be time dedicated to discussion of “Academic Standards and Assurance” and the relationship between Council and Senate. If time allowed there would also be a tour of new developments across the Estate including the Main Entrance Project.

6. Council Calendar
Council noted the rolling Council Calendar.
7. President’s Report

The President highlighted several items from his report. In discussion the following points were noted:

- City University London had duly become City, University of London (UoL) on 1st September 2016 after HM the Queen had applied the Royal Seal in August. The new Charter was on display opposite the Great Hall. The President had attended his first UoL Collegiate Council meeting and further consideration would be given to how City could work more closely with UoL institutions.

- The Higher Education & Research Bill, which will, among other things, reform the regulatory framework for HE, was progressing through Parliament.

- Details of how institutions would be rated under the second year of the Teaching Excellence Framework (TEF) were published on 29th September. Core metrics to be used in TEF assessments included those related to student satisfaction, non-continuation and employment. The assessment would also look at additional evidence submitted by institutions; and would be carried out by peers comprised of experts in education and widening participation, as well as student and employer representatives. Institutions would be rated as gold, silver and bronze. City expected to be rated as a ‘high silver’ in the first round alongside a number of Russell Group institutions.

- City had been shortlisted for “University of the Year” and Dr Katerina Hilari (Reader, School of Health Sciences) for “Outstanding Research Supervisor of the Year” by Times Higher Education.

- City’s joint application for a Doctoral Training Partnership (DTP) in the areas of Economics and Business & Management had been successful.

- Eversheds had been commissioned by the Executive to carry out a review of what needed to change at City to enable it to remain compliant with UKVI requirements when new rules were introduced in September. ExCo had agreed initiatives to ensure that the report’s recommendations were addressed urgently.

- City of London Academy, Islington’s “A” level results had been the best ever, doubling the proportion of A*/A grades and increasing A* to C grades from 54% to 74%. GCSE results were even more impressive with 68% achieving A* to C grades.

- Since the UK vote to leave the EU, there had been welcome clarification of the government’s plans on some key issues affecting the sector, such as financial support for 2016/17 EU students and transitional guarantees for Horizon 2020 research programmes. However, there remained a lack of clarity on many issues.

- ARC received an update at its meeting on 21st September 2016 about recent Health & Safety compliance issues in SMCSE. (For a detailed update, members were directed to Item 6, “Risk – Health & Safety”, in the minutes of the ARC meeting). The Executive continued to provide support for the resolution of these issues; and since the ARC meeting, the Dean of SMCSE had assumed the role of Chair of its Health & Safety Committee and would be reporting directly and regularly to the President. The President extended his thanks to the Unions for their support in this matter. The Chair noted that Council took Health & Safety at City extremely seriously; and that an update would be provided to Council in November 2016 in the biannual Health & Safety report. [Action].
8.1 President of the Students’ Union Report
The SU President highlighted items from his report. In discussion the following points were noted:

- Fresher’s 2016 had been a success with 65 Fresher’s Reps on hand to support the SU activities. The Fresher’s Fair at the Barbican Centre had provided a great opportunity for students to sign up to extra-curricular activities.
- 59 student clubs/societies would continue this year, ranging from Departmental & Academic, Faith, Cultural & Political and Campaigning.
- Alumni-Networking Events, led by Careers in partnership with DARO and the SU would take place in October and November, and details would be sent from Careers to all Schools.
- The SU Commuter Project would host events for commuting students in a bid to build more of a community for them.
- The SU had appointed a new CEO who would take up post in November.
- The SU were in the process of assessing why the SU NSS score had decreased. One possibility was that the SU needed to be more visible. This would be addressed by creating a stronger SU physical presence at City and improving the way in which the SU communicated to students.
- The SU had held a “Welcome to UoL” event which introduced students to Student Central. Full Student Central (students only) membership was free and would enable City Students to get involved with everything the organisation has to offer including sports, societies, online tickets and access to its bars. City’s joining the UoL had also given students access to additional academic facilities such as the Senate House Library.

Part Two – Major Items for Discussion or Decision

9. Vision and Strategy

9.1 Financial Contingency Plans
Council considered the plans it had requested, which set out scenarios following the outcome of the EU Referendum. In discussion the following points were noted:

- SIPCo had considered the plans at its meeting on 21st September, and had concluded that while Brexit presented significant risks that could have material negative impacts on City’s finances, it nonetheless endorsed the way forward recommended in the paper.
- City had recently commissioned YouthSight to undertake research amongst prospective EU students and its findings had been incorporated into this paper. The report suggested that fee levels and access to loans would heavily determine the number of undergraduate students City could attract, with prospective postgraduates being less sensitive to these issues than undergraduates. There had been no consensus on whether the weaker value of sterling would have an impact on recruitment, which suggested that the issue was more about fee level, loans, scholarships and visas than the value of sterling.
- The VP (Strategy & Planning) would liaise with the Director of Marketing and the CFO and ask them to investigate the case for City’s bearing the exchange rate risks for potential students in selected overseas markets. Council would receive an update in November. [Action]
- The Chair noted that it was important to flag the need for agility in an institution that had taken on debt.
- The Chair thanked the CFO for undertaking the work, which Council had requested, in such a thorough manner.
9.2 Vision & Strategy 2026
Council received the latest version of the Vision & Strategy 2026. In discussion the following points were noted:

- Council had agreed to defer final approval of the Vision & Strategy 2026 at its meeting on 8th July, given the uncertainty created by the vote to leave the EU. Council had also noted then that the rationale for the planned improvements in research and the student experience and the underpinning investment in infrastructure remained sound.
- The VP (Strategy & Planning), in consultation with the President, would give further consideration to the employability KPI given City’s strong performance on employability over the past year.
- City’s achievements warranted a more confident tone in this key document and the VP (Strategy & Planning) would reconsider the tone of the paper.
- Council complimented the Executive on the way in which it had involved and engaged with both staff and students in the process of developing City’s Vision & Strategy 2026.

**Decision**
Council approved the Vision & Strategy 2026, subject to minor amendments as discussed.

9.3 Five Year Financial Plan to 2020/21
Council received the report on the Five Year Financial Plan to 2020/21. In discussion it was noted that the same report had been presented to Council on 8th July, that no changes had been made to the plan which was also reported to HEFCE, and that no changes to the plan were now required following the decision to leave the EU.

**Decision**
Council approved the Five Year Financial Plan.

9.4 Five Year Investment Plan to 2020/21
Council received the report on the Five Year Investment Plan to 2020/21. In discussion it was noted that following further consideration of the impact of the decision to leave the EU, no changes had been made to the plan.

**Decision**
Council approved the Five Year Investment Plan.

9.5 Strategic Estates Investment Plan 2016/21
Council received the Strategic Estates Investment Plan 2016/21, which was also unchanged from the version considered at the July Council meeting.

**Decision**
Council approved the Strategic Estates Investment Plan 2016/21.

9.6 People Strategy
Council received the People Strategy. In discussion the following points were noted:

- The People Strategy had been developed over the summer to take account of feedback from Council in July. A suggested lead had now been identified for each set of actions and the KPIs/PIs section had been made more specific. Trade Union representatives had commented on the draft Strategy and provided and suggestions for the HR Implementation Plan.
- The Chair commended the HR Director on what he believed was the best set-out and clearest People Strategy he had seen at City during his time there.

**Decision**
Council approved the People Strategy.
9.7 **Research & Enterprise Strategy**

The VP (Research & Enterprise) provided Council with a brief verbal update on the Research & Enterprise Strategy. The following points were noted in discussion:

- Brexit and the Stern Review would be taken into account in the development of the Strategy. The next step in its development would involve full consultation with Schools.
- Council would receive a broad overview at the November Plenary Session and would be asked to approve the final version in early 2017. [Action]

10. **Finance**

10.1 **Proposals for External Borrowing**

Council received a paper which provided an update on the plans for external borrowing and noted the appointment of Ernst and Young as financial advisors.

**Decision**

Council approved, in principle, the borrowing of £60M to support the development of Sebastian Street site and other strategic investments.

10.2 **Financial Performance Report for 2015/16**

The CFO provided Council with a brief verbal update, noting that the KPMG audit would end shortly.

10.3 **Change of Directorships**

Council approved the proposed changes required to City Directorships, consequent of the arrival of Liz Rylatt as CFO.

10.4 **Finance and Student Number Update 2016/17**

Council received a verbal update on student numbers 2016/17. It was noted that final numbers would not be known until enrolment was complete but that the expectation was that City would be over-target for UK/EU undergraduates and also for international undergraduates.

11. **The Undergraduate Recruitment Process – Briefing**

Council noted a briefing on the undergraduate recruitment process at City. 
*This item is continued in Section B of the Minutes, Closed Business.*

12. **NSS 2016 Results**

Council received a report on the NSS 2016 results. 
*This item is continued in Section B of the Minutes, Closed Business.*

13. **Times Higher Education World University Rankings**

Council received a report on the *Times Higher Education* World University Rankings and the following points were noted:

- City was ranked 366th internationally, an increase of 55 places on last year’s rank of 421st with an improvement in the overall score from 33.9 to 39.5.
- City’s score in Citations had increased significantly.
- With regard to the International outlook, City was ranked an impressive 14th in the world.

14. **The Times and Sunday Times University League Table**

Council received a report on *The Times and Sunday Times* University League Table and the following points were noted:

- A relative ~1% decrease in student satisfaction in NSS 2016 resulted in a decrease of 9 places in the league table from equal 41st to 50th place (out of 128 institutions).
• One of the metrics used was employability and City had increased markedly on this metric from 25th last year to 15th.

15. Development and Alumni Relations (DARO) Annual Presentation
The Director of DARO, David Street, presented a review of progress for 2015/16. 
This item is continued in Section B of the Minutes, Closed Business.

16. Remuneration Committee Annual Report
The Chair of Remuneration Committee (RemCo) provided Council with a verbal update and in discussion the following points were noted:
• The HE sector had been through a period of transition in relation to remuneration. It had been suggested that City was now operating like a private institution but one with a strong public interest, in a competitive market.
• Since February 2016 RemCo had received at the start of each meeting a verbal update on emerging trends within the sector.
• Over the course of the year RemCo had considered the Remuneration Strategy and how it supported City’s wider Vision & Strategy. A paper from the Director of Marketing had prompted a helpful discussion of how remuneration policy helped support City’s corporate story.
• RemCo’s Terms of Reference had been extended to include a remit for “equality and diversity” and there had been useful discussions on the creation of an annual report on Equality and Diversity and on the Equal Pay Audit.
• Next year, RemCo would consider further the position of staff leaving pension schemes for tax reasons, to ensure their remuneration remained competitive.
• RemCo would also turn its attention next year to the development of a Diversity Strategy at City.
• The Chair thanked RemCo members for their time and commitment.

Part Four – Items for information and not to be discussed unless starred.

17. Minutes for Note
17.1 Senate, 18th May 2016
17.2 Strategy, Implementation and Performance Committee, 16th June 2016 and 15th September 2016
17.3 Audit and Risk Committee, 20th June 2016 and 21st September 2016

18. Strategic Estates Projects Progress Report
Council received the progress report.

19. University Events
Council noted the upcoming events.

20. FOI Review
Council agreed that

21. Date of Next Meeting
Friday 25th November 2016.

Part Five – Short Meeting of Independent Members

22. Short Meeting of Independent Members
There was a short meeting of the Independent Members, which was not minuted.

Rob Woodward
Chair of Council
October 2016