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 3rd February 2017 were approved.
3. **Matters Arising**  
Council noted the table of actions arising from past meetings.

Council noted that Audit and Risk Committee had fully considered the current position on Prevent at its meeting on 6th March and had received assurance that, although City was several months behind in the process, HEFCE was satisfied with the progress now being made. Council would receive a full update in May.

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

5. **Items Specially Brought Forward by the Chair**  
- The Chair welcomed Professor Chris Jenks to his first meeting as a Council Member.
- The Chair, on behalf of Council, noted his thanks to Helen Thorne MBE, Director of External Relations at UCAS, for attending the previous night’s Plenary Dinner and sharing her insights into data on student applications to Higher Education and the factors influencing student choice.
- All members were reminded to notify the Governance Team of any amendments to the Register of Interests.
- The Chair congratulated the President, Professor Sir Paul Curran on receiving the accolade of the Freedom of the City of London.
- The process for appointing a new Chair of Council, led by the Deputy Chair, was underway. Dame Lynne Brindley and Janet Legrand had agreed to participate on the appointments Panel together with the President. Following a tendering exercise and subsequent interview panel, Russell Reynolds (RR) had been selected to act as the search company for the appointment process. Chairs of Council Committees should inform the College Secretary if they wished to participate in an early briefing meeting with RR. [Action]

6. **Council Calendar**  
Council noted the rolling Council Calendar. In discussion it was noted that for the meeting on 19th May, the agenda should include an in-depth discussion on student progression and completion. [Action]

7. **President’s Report**  
The President highlighted several items from his report. In discussion the following points were noted:
- On 28th March, HRH, The Princess Royal, Chancellor of the University of London, would open City’s new Northampton Square entrance and “unveil” the spiral sculpture and stone floor plaque. All Council Members would receive an invitation.
- Now that the Vision and Strategy 2026 had been approved, attention was focussed on implementation. At its February meeting, ExCo had agreed the institutional Performance Indicators that would support the four Academic Key Performance Indicators (KPIs). Student progression (undergraduate students moving from first year to second year) was one of the four KPIs and had been in decline over the past four years. ExCo had considered the challenge of improving progression and agreed a focus on personal tutoring, especially for first year undergraduates, as a mechanism for improvement.
- City’s overall numbers were looking good and while undergraduate applications were 1% down on 2016 and 7% down on 2015, this was primarily due to a drop in applications for health-related programmes in response to the switch from bursaries to loans. If those numbers were excluded then applications were up
11% on 2016 and up 4% on 2015. City’s comparators were down 9% on 2016 and 11% on 2015.

- The HEFCE had written to City in the course of its Annual Provider Review (APR) expressing concern that City’s retention rate for full-time students was “significantly below benchmark” and requested details (by 9th March) of steps taken to identify the reasons for this and the action plan and timetable for expected improvements. City would draw on its recent TEF submission to produce the report.

- City’s latest graduation ceremonies saw more than two thousand students graduate and the achievements of the Lord Mayor of London, Alderman Dr Andrew Parmley; Professor Paul Embrechts, Air Vice-Marshall Lindsay Irvine and Caroline Alexander, recognised with honorary degrees.

- In December, Cass had announced the Global Women’s Leadership Programme in partnership with the Coca-Cola Foundation. The £500,000 partnership would support four women MBA scholars with exceptional potential.

- LEaD, along with IT and SAS, was working on the Learning Analytics Project (LeAP) to maximise the potential of all City students through increased engagement and the provision of actionable information, leading to positive changes across the student experience.

- The USS 2017 Valuation was underway and Employers would be consulted on the potential ranges for the assumptions to be used by the USS Trustee for the next valuation; including the level of prudence which employers feel to be appropriate.

- The CFO noted that following presentations to six potential investors, City’s loan had been agreed and finalised yesterday through a private placement. There had not been any requirement for City to agree to any additional financial covenants. Council thanked the CFO, Adrian Haxby and all who had been involved with the presentations and the process. The Chair reminded Council that it was now responsible for operating within the parameters of covenants and this should be signalled across the institution.

- The third reading of the Higher Education and Research Bill (to make provision about higher education and research; and to make provision about alternative payments to students in higher or further education) was scheduled to take place on 22nd March.

Jacky Wright joined the meeting and the Chair formally welcomed her to her first Council meeting as a member.

8 President of the Students’ Union Report

The Students’ Union (SU) President highlighted items from his report. In discussion the following points were noted:

- The SU had submitted a bid in the current planning round to increase its level of resource so that it was more comparable to its competitor institutions. Additional funding would enable the SU to provide even better support for students.

- The SU was actively taking forward work towards becoming a Charitable Company Limited by Guarantee from 1st August 2017.

- The rebranded Leadership Elections (previously Students’ Union Elections) were underway and despite increased efforts by the SU to encourage more students to vote this year, the President expressed his disappointment that the participation rate had not reached the ambitious targets the SU had set. The Dean of Cass commended the rebranding of the elections. The election results
would be known later today and the SU President-elect would be introduced to Council Members at the May Council meeting.

- The SU was working with the Careers Service to deliver a series of events relating to Leadership. The initiative had been launched in January 2017 and was attended by business leaders, giving students the opportunity to network.
- Council congratulated the SU President and his team for the ambitious and impressive work programme they had taken forward over their year in office; for their contribution towards encouraging participation in the Student Survey; and for their professionalism.

**Part Two – Major Items for Discussion or Decision**

9. **Vision and Strategy 2026**

9.1 **Plan for Reporting on the Implementation of the Vision & Strategy 2026**

Council noted the reporting plan. A more detailed version of this report had been presented to SIPCo in January, covering the broader landscape of the V&S26 implementation framework. In terms of reporting, it was proposed that SIPCo and Council should receive assurance on V&S26 implementation through the biannual “performance in the round” reporting arrangements and that SIPCo would have its own rolling programme of “deeper dive” scrutiny, which would encompass focussed consideration of Supporting Strategies and School Strategic Plans. League tables and rankings information would continue to be provided. In discussion, the following points were noted:

- The VP (S&P) gave assurance that the new approach to reporting would not increase the administrative burden for the Executive as it would constitute a summary of the more detailed reporting that would be required by ExCo.
- The new approach would be piloted with the City Law School at the SIPCo meeting on 4th May 2017 and lay members of Council were reminded that they had an open invitation to all SIPCo meetings. Once the SIPCo programme of School reporting had been developed it would be circulated to Council and School Link Scheme Members should aim to attend the relevant meeting.

**[Action]**

Christine Giroux joined the meeting.

9.2 **Research and Enterprise Strategy**

Council considered the proposed Research and Enterprise Strategy (R&ES) and in discussion the following points were noted:

- At an extraordinary meeting of Senate on 8th March 2017 Senators had considered the R&ES and agreed to recommend it to Council with some further inclusions in the final text of the Strategy. Council received a tabled paper which outlined Senate recommendations.
- Research intensity was at the core of the Strategy and the key mechanism for implementing the KPI “to increase the proportion of total academic staff producing 3*/4* research outputs from 40% to at least 60% by 2021” was the implementation of Schools’ Academic Staffing Plans.
- The long-term target for research intensity at City should be significantly higher than 60%, but this was the KPI that was achievable over the next five years on the basis of School Plans. Given its close links with business and the professions and the place of professional education at City, the long-term target would always be lower at City than at some other members of the University of London federation.
• The Strategy addressed the cultural challenges in becoming a more research intensive institution through building up capacity in key departments and REF Units of Assessment. Where there were new departments at City they had been very successful in recruiting high quality early career researchers and City would build on those successes.
• Council look forward to seeing new proposals for the governance of spin-out companies at City; and believed there was a case for giving greater publicity to the excellent work already underway to promote student entrepreneurship. This could also be more emphasised in the final version of the Strategy.
• Following its approval, an R&ES Implementation Plan to accompany the Strategy would be developed. The plan would lay out the processes and mechanisms for co-ordinating better ways of working across Schools and disciplines. The establishment of Interdisciplinary Research Centres was already underway, with some at quite a developed stage; these would serve to create the necessary aforementioned links. The plan would also address the creation and management of links with businesses and how best to maximise City’s location in relation to Tech City.
• Council would schedule a full discussion of the Implementation Plan for a future meeting. The VP, R&E, would also meet with Professor Jenks with a view to benefiting from his experience in this area. [Action]

**Decision**
Council approved the Research & Enterprise Strategy, subject to the points raised in discussion and the points that had been raised in discussion at Senate.

Christine Giroux left the meeting.

10 Finance

10.1 Mid-Year Forecast 2016/17
Council noted the Mid-Year Forecast and in discussion the following points were noted:
• The forecasts for the Schools would be reviewed by the Deans and CFO and actions to address shortfalls in contributions would be agreed.
• The overall surplus assumed the release of £3.6m from the balance sheet related to INTO. The successful conclusion of contracts, however, was still awaited as plans for the future accommodation of INTO were not yet firm. It was agreed that the agenda for the May Council meeting should include an INTO update report (from City’s INTO Lead) to include an overview of events/negotiations over the past year. [Action]
• The CFO noted that covenants were regularly monitored but the reporting to Council was on a semi-annual basis. SIPCo would consider how best to manage and articulate a regular report to Council on covenants. [Action]

10.2 Investments Report
Council noted the report on in-year investment management and performance for up to the end of January 2017. The CFO noted that City was in transition to new Investment Managers and it was anticipated that their input would improve the poor rates currently being achieved.

Philippa Hird and Andy Friend left the meeting at this point.
11. Governance Matters

11.1 Council Effectiveness Review – Implementation of Recommendations

Council considered the draft implementation plan for the recommendations in the Minerva report and the possible ways forward in relation to academic governance. In discussion the following points were noted:

- The overarching finding of the review was that Council was performing extremely well, and had a great platform on which to build.
- Lay members were asked to refer to the grid of opportunities for further engagement with City (which they had requested through the review process) and inform the Governance Team if they wished to attend any of the listed events. [Action]
- In a bid to improve Council papers, beginning with the papers for this meeting, the cover sheets had been developed to provide summaries and “histories” of the papers. Any comments on the revised cover sheets should be communicated to the College Secretary. [Action]
- The Chair of ARC noted that if Senate established an effective way of reporting to Council on academic quality and standards, ARC was content that its role in this area should not be expanded. The DP&P and College Secretary would give consideration to the most effective way to report to Council in future in relation to areas of high academic risk. [Action]
- Lay members of Council should all look to become better informed about academic quality and standards issues and should take up training opportunities where possible. Closer engagement with the DP&P’s team as part of the induction process for new members of Council should also be explored. [Action]
- The College Secretary would amend the wording of the Ordinance to reflect Council’s new responsibility on academic quality and standards, and draft wording would be presented to CGNC for approval. [Action]
- The College Secretary and the Governance Team should press ahead with implementing the proposals set out in all three Tables attached to the paper, to implement the main recommendations in the Minerva report, to equip Council better for its new role in academic governance and to improve the working of Senate and should report regularly on progress. [Action]
- Council agreed that the Executive Summary of the Minerva report should be made available to all staff on City’s website, together with the proposals in this paper.

11.2 Corporate Governance and Nominations Committee Annual Report

Council received a report which summarised the activities of the Corporate Governance and Nominations Committee (CGNC) since the last Annual Report was provided in Spring 2016. In discussion the following points were noted:

- CGNC had considered fourteen nominations for Honorary Awards, either an honorary degree or a City, University of London Honorary Fellowship. Of these nominations, CGNC agreed to recommend ten nominees to Council for approval.
- The accession of City to the University of London necessitated changes to the Charter and Statutes and these changes had been managed and overseen by CGNC.
- CGNC had recommended, in 2015, that there should be an independent review of Council effectiveness and subsequently considered the Terms of Reference for the review, agreed the short-list of suppliers and interview panel and then oversaw further arrangements for the review which was conducted in the 2016 Autumn Term. CGNC would continue have a watching brief over the implementation of the resulting recommendations.
11.3 **Honorary Award Nominations**
Council **approved** the candidates for honorary awards.

*This item is continued in Section B of the Minutes, Closed Business.*

11.4 **Students' Union Articles Association**
Council received a paper which briefly recapped the history of the SU Governance Review over the past year and asked for approval of the proposed new SU Articles of Association which were approved by the SU Trustee board, ExCo and CGNC.

The SU constitution would need to be accompanied by a new Ordinance governing City’s relations with its Students’ Union. Proposals for a new Ordinance would be developed for consideration by CGNC at its meeting in May and then by Council in July before new arrangements come into effect at the start of the new financial year on 1st August 2017.

**Decision**
Council **approved** the Students’ Union Articles of Association which would replace the Students’ Union Constitution.

11.5 **University of London – Changes to Statutes**
Council noted the information from the University of London with regard to the consultation on changes to Statutes to align with the new University of London Act, which was currently under consideration in Parliament and which should receive Royal Assent in summer/autumn 2017. The proposed changes would enable members of the UoL to apply for University Title.

**Decision**
Council **approved** the proposed changes to the University of London Statutes.

12. **City of London Academy Islington Annual Report**
Council noted the annual report and in discussion the following points were noted:
- Under the leadership of Principal Clare Verga, 2016 had a record-breaking year for results. The highlights were that 68% of students achieved 5 A*-C passes including English and Mathematics; and 93% of Academy students achieved GCSE A*-C in English.
- The recent Department of Education Key Stage 4 tables which compare performance against similar schools nationally placed the academy as 1st in the UK; an outstanding achievement. Council noted its congratulations to Clare Verga and the staff and students for the ongoing success of the Academy.
- City provided four governors to the Academy; and Ron Zeghibe had provided helpful contacts to the Academy to drive forward its 6th Form work on IT.
- Clare had accepted the invitation to be guest speaker at the Rector’s dinner on 4th April.

**Part Three – Items for Information**

13. **Minutes for Note**
13.1 Strategy, Implementation and Performance Committee, 9th February 2017
13.2 Corporate Governance & Nominations Committee, 14th February 2017

14. **Strategic Estates Metrics**
Council **noted** the report.
15. **Service Level Agreements**
Council noted the register and would notify the Governance Team of any changes.

16. **City, University of London Events**
Council noted the upcoming events.

17. **FOI Review**
Council agreed that no alterations were required.

18. **Date of Next Meeting**
Friday 19th May 2017.

### Part Four – Short Meeting of Independent Members

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

Rob Woodward
Chair of Council
March 2017