## COUNCIL
MEETING HELD ON 23rd MAY 2014
APPROVED MINUTES

<table>
<thead>
<tr>
<th>Members</th>
<th>Meeting 1 11.10.13</th>
<th>Meeting 2 22.11.13</th>
<th>Meeting 3 28.03.14</th>
<th>Meeting 4 23.05.14</th>
<th>Meeting 6 11.07.14</th>
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<tr>
<td>Officers</td>
<td>Mr Rob Woodward (Pro-Chancellor)</td>
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<td>Mr Roger Bright (Deputy Pro-Chancellor)</td>
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<td>Professor Paul Curran (Vice-Chancellor)</td>
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<td>Independent Members</td>
<td>Sir Brendan Barber</td>
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<td>Ms Carolyn Regan</td>
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<td>Staff &amp; Student Members</td>
<td>Mr Stephen Avery</td>
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<td>Professor Dinos Arcoumanis</td>
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<td>Mr Giulio Folino, President of the Students’ Union</td>
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<td>Professor Steve Haberman</td>
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<td>Professor Stanton Newman</td>
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**Key:** ✓ In Attendance   A Apologies   P Part Attendance   NM Not a Member   S Sabbatical

<table>
<thead>
<tr>
<th>In Attendance</th>
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<tr>
<td>Ms Rima Amin</td>
<td>President-elect of the Students’ Union</td>
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<tr>
<td>Professor Roger Crouch</td>
<td>Dean, School of Engineering &amp; Mathematical Sciences and Informatics</td>
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<tr>
<td>Professor John Fothergill</td>
<td>Pro Vice-Chancellor (Research &amp; Enterprise)</td>
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<tr>
<td>Ms Xan Kite</td>
<td>Assistant University Secretary</td>
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<td>Ms Sarah Lawton</td>
<td>Governance Administrator</td>
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<td>Ms Mary Luckiram</td>
<td>Director of Human Resources</td>
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<td>Mr David Street</td>
<td>Director of Development &amp; Alumni Relations (for Item 9 only)</td>
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<td>Mr Frank Toop</td>
<td>University Secretary</td>
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<tr>
<td>Professor Richard Verrall</td>
<td>Pro Vice-Chancellor (Strategy &amp; Planning)</td>
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### MINUTES SECTION A – OPEN FOR PUBLICATION

#### Part One – Preliminary Items

The Chair welcomed Professor Roger Crouch, Dean of the newly merged Schools of Engineering & Mathematical Sciences and Informatics and Students’ Union President-elect, Ms Rima Amin who were in attendance at the meeting.
1. **Highlighted Items**  
Council agreed to highlight items 14.1, Senate, and 14.3, Corporate Governance and Nominations Committee (CGNC). The Pro-Chancellor had asked that the Chairs of Council Committees give an annual report of business on a rolling schedule and the Chair of CGNC would make the first of these as well as present nominations for Honorary Awards for approval.

2. **Minutes**  
The minutes of the meeting held on 28th March 2014 were approved.

3. **Matters Arising**

3.1 **Matters Not Covered Elsewhere on the Agenda**  
Council noted the table of actions arising from past meetings and raised the following points in discussion:

- **Matter Arising 4, Minute 5, 24.05.13, Development Models**: this topic would be removed from the list of potential plenary session debates.

- **Matter Arising 8, Minute 11.7, 11.10.13, Internationalisation Strategy**: discussion on this Strategy would be postponed until early 2015 to allow development time for the incoming Pro Vice-Chancellor (International).

- **Matter Arising 12, Minute 5, 28.03.14, Council Mentor**: Sir Brendan Barber had offered to become the Council mentor for the incoming President of the Students’ Union, Ms Amin. The Pro-Chancellor thanked Sir Brendan for taking on this role.

- **Matter Arising 21, Minute 14.1(iii), Membership of the University**: Corporate Governance and Nominations Committee had approved minor amendments to the Ordinance in accordance with its delegated authority.

3.2 **Student Counselling**  
Council considered a report on the increased usage of the Student Counselling and Mental Health Service as highlighted in the Vice-Chancellor’s March report to Council. The following points were raised in discussion:

- The service size had been increased during the last year with an increased proportion of access agreement money being devoted to counselling, as an aid to student retention.

- There had been a national increase in demand for these services over the past decade and this year’s spike of an 18% increase was mirrored in other Universities. Reasons for the spike included the now limited NHS provision as well as competitive educational and financial pressures. The City Service was hosting a national seminar on the issue and the Mental Health Co-ordinator was speaking at a Westminster briefing on the topic in July.

- Feedback from City students had highlighted improvements, many of which had been implemented. However a key area for significant work was the embedding of a consistent personal tutoring system and this was being addressed within the Succeeding with Students work stream of the Strategic Plan implementation.

- Council noted that the Graduate School was investigating action to be taken to address the feelings of isolation being reported by doctoral students.
Decisions
Council agreed that it should receive a twice-yearly report on the use of the Student Counselling and Mental Health Service in order to monitor trends.

4. Conflicts of Interest
Council agreed that Members would indicate any conflicts of interest at the time of the item to which those conflicts pertained.

5. Items Specially Brought Forward by the Chair
The University Secretary had submitted a response to the Consultation on the CUC Governance Code on behalf of the University by the deadline of 18th April 2014. The Vice-Chancellor, Pro-Chancellor and Deputy Pro Chancellor had contributed to the response. The Deputy Pro-Chancellor had participated in the Higher Education Policy Institute (HEPI) discussion of the draft and reported that substantial revision was required prior to publication.

Council congratulated Professor Sir Drummond Bone on becoming Chair of the Arts & Humanities Research Council.

The Chair had made his first approval decision under the newly-approved delegated authority provisions for the establishment of a spin-out company to exploit technology associated with a Structured Illumination Ophthalmoscope. The Chair had nominated Council Member Iain Gray to liaise with Professor Fothergill on the establishment of the company. Mr Gray reported that he was assured that the risk to the University was limited to the patent and its cost. An external company was investing and would carry the commercial risk and offer professional support to take the new spin-out company forward.

Decision
Professor Fothergill would circulate further information on the new spin out company to Members of Council.

6. Council Calendar
Council noted that the plenary session to be held in July 2014 would address options for the future of Cass Business School.

Decisions
Council agreed to schedule the following two plenary talks for November 2014 and March 2015 respectively: Institutional Culture and Senate & its assurance role.

Part Two – Major Items for Discussion or Decision

7. Vice-Chancellor’s Report
The Vice-Chancellor highlighted several items from his report. In discussion the following points were noted:

- Early preparatory work towards the development of the next Vision and Strategic Plan would begin in early 2015, after the REF results were known, with a view to final approval by Council in May or July 2016.
- The Executive had agreed to subsidise the fees for Halls of Residence for undergraduate students in the 2015 entry and this would be publicised at the Open Day in June 2014. Council noted that this subsidy would be funded from a slight increase in the undergraduate intake numbers and reduction in the cost of scholarships and bursaries. Council noted that this subsidy was not sustainable in the longer term.
• Council offered congratulations to Professor Stanton Newman upon his appointment as Pro Vice-Chancellor (International), a position he would combine with his continuing role as Dean of the School of Health Sciences.

• It was anticipated that the 2013/14 and 2014/15 pay rounds would be brought to formal conclusion by the end of May. UCU, GMB and Unite had accepted a pay uplift of 1% for 2013/14 and 2% for 2014/15. UNISON was currently consulting its membership and there was a need to conclude the non-pay component of the Trade Unions’ claim. The UCU had cancelled its planned assessment boycott.

• A member questioned whether the University was receiving the PR it deserved from the considerable number of good news stories which could be told about the University. The Vice-Chancellor noted that getting such stories in the media continued to be difficult as there was a focus on bad news. The Conversation had been very helpful with City achieving significant success and these stories tended to be re-published elsewhere.

• Two Community Engagement dinners with local councillors, University staff and representatives of local businesses, charities and education providers had been held and well received. Professor Verrall offered to provide copies of the annual report which set out actions being taken, to any Council Members who were interested.

• The bidding process for the University cleaning and catering contracts was due to conclude shortly.

• The University would have an opportunity to consider entering educationally-zoned space in the INTO premises in 2016. It was noted that the joint venture had exceeded its student entry targets for the first time.

• Council noted that the Consultancy Plan, currently under development as part of the Enterprise Plan, would address the extent to which the consultancy policy was implemented consistently across the University.

8. President of the Students’ Union Report

The President gave a report covering the following points:

• The Deputy Vice-Chancellor and the Students’ Union were undertaking reviews on governance and services in the Students’ Union. Council Members received assurance that the comparative level of resourcing would be considered as part of the review of services.

• The Chief Executive of the Students’ Union, Mr Aidan Macdonald, had resigned from his post and recruitment of a replacement was underway. The Union thanked Mr Macdonald for his 10 years of service.

• Council Members asked whether the new arrangements for Friday Prayers were working and the President reported that the Union was not aware of any issues associated with the new arrangements.

• A new bar would be open in October 2014.

• The Deputy Vice-Chancellor congratulated the Students’ Union on its Student Voice Awards event which had been very successful.

9. Development Office

Mr David Street, Director of Development & Alumni Relations joined the meeting for this item.
Council received a presentation from the DVC (International & Development) and the Director of Development & Alumni Relations on progress made and plans for the development activity.

**Decision**
Council would review the development activity in one year’s time.

### 10 Progress in Implementing the Strategic Plan

#### 10.1 Professional Services Review
Council received a report on progress made in the implementation of the Professional Services Review. In discussion the following points were raised:
- A Phase 2 savings shortfall of £5.3M was anticipated in 2014-15. £3.3M of this was pay including £2M in Student and Academic Administration. Ongoing planning and budgeting work was being undertaken to seek to increase non-pay savings and further savings would be made in 2015-16.
- The Executive planned to close the Professional Services Review programme and to move review of services into the annual and continuous budgeting and planning processes. The One City approach had enabled cost reductions, efficiencies and service enhancements to be pursued from now on as part of the more normal University planning round.

#### 10.2 Academic Excellence Work Stream Report
Council considered a summary of progress made in the Academic Excellence work stream together with the minute of the discussion held at Strategy Implementation and Planning Committee. In discussion the following points were noted:
- Key areas of development had been the development of academic role profiles and management of academic staff performance. The current project was to develop an academic workload allocation framework.
- Council noted that the role profiles had been welcomed by staff focused on education as they gave new opportunities for recognition and promotion.
- Council noted that analysis of the value returned for the recent significant investment in research-excellent staff would be a critical consideration in the development of the next Strategic Plan.
- Embedding a research-excellent culture was noted as a key issue to be monitored and reviewed.
- Deans were being consulted on development needs and opportunities for heads of department who were critical for induction, performance monitoring and retention.

#### 10.3 Strategy Implementation Progress Report
Council considered the bi-annual strategy implementation progress report. In discussion the following points were noted:
- The planned increase in research grant and contract income was below target with varying performance between Schools, however some progress was being made.
- Council noted that the series of projects requiring contribution from the IT work stream were dependent upon considerable work within Schools to change to standardised processes. This was key if good IS systems were to be developed and meant that Schools would have to be prepared to take a standardised approach.
- The Strategic Plan Roadshows seemed to be assisting good communication and the staff attending were engaged.
10.4 Strategic Estates Investments Project
Council considered the report on strategic estates investment projects approved or confirmed by Council as part of the revised Estates Investment Plan in January 2014. In discussion the following point was noted:

- Communications with students regarding the opening of the new sports facilities had been carefully worded to avoid any disappointment given that the development partner Generation Estates remained approximately 2 months behind the target schedule, although well within the contractual handover date.

11. Finance

11.1 Financial Out-turn 2013/14 and Budget 2014/15
Council considered the Financial Out-turn 2013/14, the Budget 2014/15 and the forecast position till 2016/17. In discussion the following points were noted:

- The revised forecast for 2013/14 showed a reduced deficit from £14.1M to £10.8M.
- The current budget for 2014/15 showed a deficit of £2.9M which had been reduced from the outline budget deficit of £8.1M but must be reduced further to break even before presentation to Council for approval in July 2014.
- Initial projections for 2015/16 and 2016/17 indicated surpluses of ~£3M which is £12M short of the target of £15M estimated to be required to demonstrate sufficient financial strength to secure the long term debt finance required to fund the next phase of estate capital expenditure.
- The CFO noted that City had the second highest level of salary costs which indicated that staff needed to generate income significantly above the norm or there would have to be significant changes to the cost base. The Chair of SIPCo noted the need for fundamental changes to achieve double digit surpluses and the need to move quickly as implementation would take time.
- The CFO noted that implementation of FRS102 would have implications on the balance sheet for the University’s share of the USS pension scheme deficit. The University’s share of the deficit might be ~ £40M.

Decision
Council agreed to set clear expectations for the Executive as follows:

(i) the 2014/15 budget would reach a break even position.
(ii) the 2015/16 budget would produce a double figure surplus; and
(iii) Council must be provided with a budget for approval in July 2014.

11.2 Overdraft Facility
Council noted that the University would not seek an overdraft facility at the present time thus avoiding the holding cost. The CFO would continue to maintain a watching brief.

12. Ordinances and Regulations

12.1 School of Mathematics, Computer Science and Engineering
Council considered the recommended name for the newly merged Schools of Engineering & Mathematical Sciences and Informatics, which had been duly recommended by the School Board of Studies and Senate.

Decision
Council approved the proposal that the new School formed by the merger of the former Schools of Engineering & Mathematical Sciences and Informatics be called
Mr Roger Bright left the room for this item.

12.2 Deputy Pro-Chancellor
Council considered the recommendation from Corporate Governance and Nominations Committee regarding the re-appointment of Mr Roger Bright as Deputy Pro-Chancellor.

Decision
Council approved the re-appointment of Mr Roger Bright as Deputy Pro-Chancellor to 31st July 2017, noting that he would end his term as Pro-Chancellor at an earlier date if required to allow a prospective Pro-Chancellor to complete one year of office as Deputy Pro-Chancellor prior to commencing the appointment as Pro-Chancellor. This arrangement would not affect Mr Bright’s term of Membership on Council which would continue to 31st July 2017 regardless.

Mr Roger Bright re-joined the meeting at this point.

13. Presentation from the Dean of the School of Engineering & Mathematical Sciences and Informatics
Council received a presentation from Professor Roger Crouch on the activities and plans of the newly merged School.

Decision
Council agreed that Iain Gray would liaise with Professor Crouch on enterprise initiatives within the School.

Part Three – Other Matters for Discussion or Decision
The following items were not starred for discussion and therefore not discussed and taken as read with the exception of items 14.1, 14.2 and 19.

14. Minutes for Note
The following minutes had been approved by the Chair, but not yet by the full committee:

14.1 Senate, 02.04.14. Council noted that student retention rates appeared to have decreased (the proportion of students withdrawing between Years 1 & 2 had increased by 14%) and asked how this compared with the performance at comparable institutions.

Decision
Council agreed to consider a paper on student retention rates.

14.2 Strategy, Implementation and Performance Committee, 08.05.14
14.3 Corporate Governance and Nominations Committee (CGNC), 12.05.14.
The Chair of CGNC gave a verbal summary report on the work of the Committee over the past 12 months and presented five nominations for the award of an Honorary Degree and one for the award of a City University Fellowship.

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

15. Appeals, Complaints and Disciplinary Report
Council noted the annual report on students.
16. Register of Collaborative Provision
Council noted the register.

17. Council and its Committees Meeting Dates
Council noted its future meeting dates.

18. University Events
Council noted the list of upcoming events.

19. FOI Review
Council agreed the open/closed/restricted classification of items for the meeting as set out in the agenda.

20. Date of Next Meeting
11th July 2014.

Part Four – Short Meeting of Independent Members

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

Rob Woodward
Pro-Chancellor and Chair of Council
May 2014