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 9th February 2018 were approved.
3. **Matters Arising**

Council noted the table of actions arising from past meetings.

- **Action 2, Minute 8, 06.10.17:** The SU President confirmed that Organisational Development had liaised with the SU around the “City Community”.

- **Action 6, Minute 13, 17.11.17:** GDPR was on the agenda and the Item would be deleted.

- **Action 7, Minute 3, 09.02.18:** Discussions continued in relation to contractual arrangements for Research Students Who Teach at City.

4. **Conflicts of Interest**

5. **Items Specially Brought Forward by the Chair**

The Chair expressed the thanks of Council for the presentation at the Plenary Dinner about international recruitment, which Council members had found very interesting. Any Council member who was unable to attend should address questions about Item 11 or the previous evening’s presentation directly to Tim Longden or Kate Timms.

A very positive termly meeting with students had taken place and discussion included inconsistency across City of the use of lecture capture; disruption which the recent industrial action had had on some students; variation across Schools in ‘contact hours’ provided to students; and ways of improving the sense of community at City, including through academic and non-academic student societies.

A very positive termly meeting with academic staff had also taken place and discussion had included: student-to-staff ratios, where it was noted that success in the REF would increase QR funding and improve the ratio; staff well-being, where academic staff had expressed a desire for additional support from professional services staff; and actions in the Athena SWAN action plan relating to exploring nursery provision for staff and students.

The Chair of the Office for Students (OfS), Sir Michael Barber, had recently visited City and met with the Chair, President, SU Officers and other senior colleagues. It was noted that the OfS, rather than informing institutions regularly on what the OfS Regulatory Framework Indicated they should be doing, would expect them to use the recently published guidelines.

6. **Council Calendar**

Council received the calendar and noted that both the Counselling Service report on mental health issues and the Cass Estate update would be on the May agenda.

**Part Two – Reports from the President and SU President**

7. **President’s Report**

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

- Industrial action in response to the proposed USS reforms was ongoing and an Internal Audit Report had provided comfort that City had been well prepared and the SU President asked to be sent a copy of the report. [Action].
- The President had received over 300 emails from students. All had received a response. More should be known about a possible way forward on 23rd March.
- The SU President expressed her concern about the impact strike action had had on some students, some of whom had experienced 14 days without
lectures or tutorials. She noted that some students were seeking compensation for lost ‘contact hours’ while others were more concerned about the impacts of industrial action on the successful completion of professional qualifications, for example, midwives and nurses. She noted there was a case for Extenuating Circumstances to be automatically available for all students affected by industrial action.

- The Dean of the School of Health Sciences noted that she and her team were doing everything in their power to address the issues and ensure that students completed their qualifications successfully.
- More than 2,200 students graduated at the January ceremonies and extensive reporting of these included Facebook Live videos, Instagram stories and local press coverage.
- Social Media Officer, Sabrina Francis, had received the British Empire Award in the Queen's New Year Honours for services to strengthening the community at City and for her work as a local Councillor.
- The launch on 1st April of HE's first independent regulator, OfS, would mark an important date in the sector’s transition to an even stronger student focus. The Regulatory Framework to guide OfS activity was published at the end of February. The Director of Student & Academic Services would be City’s “Key Contact” with OfS.
- Professor Chris Ryan had been appointed as Interim Dean of the City Law School.
- International City Week had involved a vibrant series of events celebrating the City's diversity.
- A Working Group on Sexual Harassment & Sexual Misconduct was being established with Rebecca Sudworth, Director of Strategy & Planning, as the Chair. Membership includes representatives of the Students' Union and recognised Trade Unions and the group will consider City’s policies and practices for students and staff and, where relevant, make recommendations for improvement. The SU President would arrange to meet with Rebecca Sudworth as she had some concerns about the reporting process.
- The fourth Athens Shipping Triennial Conference was held over two days, under the leadership of Professor Costas Grammenos and his team in Cass; His Excellence the President of the Hellenic Republic, Mr Prokopios Pavlopoulos, delivered the keynote address.
- From August, postgraduate pre-registration Nursing, Midwifery and Allied Health Students would no longer receive NHS bursaries and would access loans from the Student Loans Company. To mitigate the impact on recruitment, the School had offered scholarships of £4,450 (from within the School’s budget) to students who had high academic achievement or relevant clinical experience.
- As part of her role co-chairing the World Economic Forum Global Nutrition Council on Food Systems, Professor Corinna Hawkes had attended the Davos Annual Meeting and participated in collaborative sessions with government leaders and CEOs.
- The micro-placements initiative (part funded by a HEFCE grant) had been scaled up to over with 300 student placements (from 32 last year) of between two and five weeks with local employers.
- Although a relatively low number, more students than ever were accessing Counselling & Mental Health Services at City. This service would be discussed at the May Council meeting. [Action]
8. **Students' Union Report**
The Students' Union (SU) President highlighted items from her report. In discussion the following points were noted:

- Nominations had closed for the Union elections and there had been 26 nominations; five candidates for President; two each for the Vice President and the rest were for part-time officer positions. Thus far more than 3500 votes had been cast and voting closed later today.
- The SU President would organise a consultation meeting for those students who had been worst affected by strike action and the findings would be relayed to the President.
- The Union thanked the University for facilitating the Food Survey, and Sodexo for its support and engagement.
- City Communities was prioritised in the additional funding requested for 2018/19. The Union would like to create a funding pot for students to run School-based community-building initiatives.
- The new Union space in Tait Building was now equipped with a Radio Station, Carrot Radio which would be broadcasting live. The Union thanked the Journalism Department Technical Team for their extensive assistance with this enterprise.
- The SU Carrot Awards ceremony would take place on April 5th and on 24th May the SU would host the academic Impact Awards in partnership with Learning Enhancement and Development (LEaD).
- Council thanked the SU President for the report and for her ongoing work and that of her team.

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

9. **Sectoral Developments – Office for Students (OfS)**
Council noted the briefing report on the Office for Students and in discussion the following points were noted:

- The publication by the OfS on 28th February of its new Regulatory Framework for Higher Education in England followed a consultation period with the sector between October and December last year. The report provided an overview of the framework, actions that would need to be taken to complete the registration process, the on-going conditions of registration and observations about what the new regime would mean for City.
- Once registration was complete, City would not be required to repeatedly apply for re-registration but the ongoing listed conditions would be regularly monitored and OfS would expect to be contacted by an institution if it anticipated that a condition might not be met.
- The Deputy President & Provost expressed his thanks to Susannah Marsden, Director of Student & Academic Services, for producing the report so quickly.

10. **USS and Industrial Action – Update**
Council received a verbal update from the HR Director on USS and Industrial Action and in discussion the following points were noted:

- The next steps in the industrial dispute about proposed changes to the USS would depend on the outcome of further talks between UUK and UCU. Consultation on proposed changes to the USS had temporarily been stayed.
- The SU President noted that the 25% reductions in pay for staff who were taking “Action Short of a Strike (ASOS) was not being welcomed by some members of the student community; and that there was a case for reconsidering the current position.
• City’s communication to staff about the possibility of ‘enjoining’ those taking industrial action in any legal claims for compensation made by students might also benefit from further consideration.

• The Chair noted that City should continue to do all it could to mitigate the impact of industrial action on students while at the same time avoiding lasting damage to the relationship with staff who took industrial action. The tone of communications to all staff was critical in these circumstances.

11. International Recruitment
Council noted the International Recruitment Report and it was noted that at a future meeting it would be useful to give further consideration to online degrees. [Action]

12. Financial Performance Report
Council noted the Financial Performance Report and in discussion the following points were noted:

• The report included a summary of the position across the Schools and noted that Cass had fallen some way short of some of its growth targets, but did nonetheless continue to grow.

• City was in a broadly satisfactory position with regard to its financial performance at present.

• The report would be sent to HSBC and MetLife as part of the Covenant reporting requirements. [Action]

13. Estate Issues

13.1 Cass Estate Update
Council received a verbal update from the Director of Property and Facilities on the Cass Estate.

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

For the following business cases Council was advised to refer to the table in the paper for Item 20 which provided context in relation to the overall Estates Investment Plan/Strategy.

13.2 Business Case for the SMCSE Test Cells Project
Council considered the Business Case for the SMCSE Test Cells Project and noted that, following consideration of the proposal and a tour of the current test cells, SIPCo endorsed the case for Council approval at its meeting on 22nd February.

Decision
Council approved the Test Cells Laboratory Refurbishment Project for substantial modernisation and refurbishment of the SMCSE test cells research laboratories in Tait Building lower ground floor.

13.3 Business Case for Main Library Expansion Project
Council considered the Business Case for the Main Library Project and noted that SIPCo endorsed the case for Council approval at its meeting on 22nd February.

Decision
Council approved the Main Library Expansion Project Business Case for capital investment to deliver new Library facilities by summer 2020.
13.4 Business Case for the City Incubator Centre (CIC) Building Project
Council considered the Business Case for the CIC Building Project and noted that SIPCo endorsed the case for Council approval at its meeting on 22nd February.

Decision
Council approved the CIC Building Teaching Conversion Project Business Case for the work required to relocate City Law School to Northampton Square.

Ms Chloe Milano joined the meeting.

14. Staff Pulse Survey 2017
Council considered the findings of the Staff Pulse Survey 2017 and in discussion the following points were noted:

- There had been a welcome 10% increase in the positive response to Question 1, “I would recommend City as a great place to work”. Confidence in the senior leadership at City had also improved significantly, though there was still scope for significant improvement on this front.
- The School of Health Sciences had rated confidence in its leadership at 69%, compared with a result of 23% in 2013, an impressive improvement, for which the Dean was commended. The HR Director noted that it would be useful for the Dean’s component of the President’s Report to Council to include an update on the actions each School was taking to improve upon the scores for this question. [Action]
- Following consideration of the results of the previous year’s Staff Survey, clearer questions had been asked in the 2017 Pulse Survey about bullying and harassment. The overall level of reported bullying and harassment was at around the average level for the sector although levels were higher at City than in HEIs who had achieved TEF ‘gold’.
- In some areas at City, however, reported levels of bullying and harassment were much higher than the sector average and were in the process of being addressed. One factor in the reported results might be the wider introduction of performance management and the way in which performance appraisals were conducted. Sometimes results might indicate the existence of difficult relationships between professional services and academic staff, rather than problems of bullying and harassment within a professional service. These issues would need further sensitive investigation followed by appropriate action.
- The College Secretary would discuss with the HR Director how Council and its Committees might best be involved in following up issues identified in the report. [Action]

Ms Chloe Milano left the meeting.

15. Sectoral Developments in Remuneration and Implications for City
Council considered the sectoral developments on remuneration issues including the draft CUC Remuneration Code and in discussion the following points were noted:

- Remuneration Committee (RemCo) had considered the paper which set out recent sectoral developments alongside a draft remuneration statement for inclusion in City’s Financial Statements for 2017/18. Both would be considered in more detail by RemCo in June. Before then, the College Secretary would welcome feedback and comments on the draft statement. [Action]
- The SU President would discuss with the College Secretary the case for the inclusion of a student member on City’s RemCo. [Action]
Mr James King joined the meeting.

16. GDPR Preparations
Council noted the report on City’s preparedness for GDPR and in discussion the following points were noted:

- A recent Internal Audit report of preparedness for GDPR at City had found much excellent practice and also a number of areas in which work was still required prior to 25th May. An action plan had been developed and the Head of Information Assurance, Information Technology, along with IT, had begun taking forward work on the recommendations.
- At Audit and Risk Committee in February it was noted that while City might not be at the forefront of the field in terms of preparedness, it was better placed than most comparable institutions.
- There remained risks around the implementation of GDPR and it was likely that there would always be a level of residual risk around the handling of data in any institution employing academic staff engaged in sensitive research projects. Nonetheless, vigorous action was being taken to mitigate known risks.

Mr James King left the meeting.

17. Governance Matters - Ordinances
Council considered the recommendations from CGNC for revisions to Ordinances A.3 and C.1 and in discussion the following points were noted:

- The proposed revision to Ordinance A.3 would bring the Ordinance relating to the role profile of the Senators into full alignment with Ordinance A.1 which sets out Council Member Standards.
- The proposed revisions to Ordinance C.1 were designed to make clearer the relationship between Senate and Council (given Council’s new responsibilities in relation to academic governance) and to change the membership of Senate to reflect the creation of a new sub-committee of Senate, the Educational Quality Committee.
- Council would need to consider further Ordinance C.1 in due course as a further new sub-committee of Senate would be introduced to cover research issues, and proposals from the SU President were awaited about the process by which student Senators were appointed.

Decisions
Council approved the proposed change to Ordinance A.3.

Council approved the proposed changes to Ordinance C.1

18. City of London Academy Islington Annual Report
Council noted the City of London Academy Islington (COLAI) Annual Report and in discussion the following points were noted:

- The Academy registered an outstanding performance in this year’s GCSE results with a score of 0.5 in the ‘Progress 8’ (value-added measure), well above the national average and placing it in the top 10% of secondary schools.
- Ms Clare Verga had accepted an invitation to work as Executive Principal across both City of London Academy Islington and City of London Academy Highbury Grove. Professor Verrall and Lady Curran now also served as governors of City of London Academy Highbury Grove as well as of COLAI. However City, University of London does not sponsor Highbury Grove.
Part Four – Information

19. Minutes for Note
19.1 Senate, 13th December 2017
19.2 Corporate Governance & Nominations Committee, 6th February 2018
19.3 SIPCo, 22nd February 2018

20. Strategic Estates Projects Update
Council noted the update.

21. Strategic Estates Metrics Update
Council noted the update.

22. Annual Sustainability Report
Council noted the report.

23. FOI Review
Council agreed that Annex B: Draft Corporate Governance Statement and Remuneration Statement, included in the paper for Item 15, be reclassified as “part closed”.

24. Date of Next Meeting
Friday 18th May 2018.

Part Five – Short Meeting of Independent Members

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

Julia Palca
Chair of Council
March 2018