

**COUNCIL MINUTES
MEETING HELD ON 17th MAY 2019**

Members		Meeting 1 05.10.18	Meeting 2 23.11.18	Meeting 3 08.02.19	Meeting 4 22.03.19	Meeting 5 17.05.19	Meeting 6 05.07.19
	Ms Julia Palca (Chair)	✓	✓	✓	✓	✓	
	Professor Sir Paul Curran (President)	✓	✓	✓	✓	✓	
Independent Members	Sir Brendan Barber	✓	✓	N/M	N/M	N/M	
	Dame Lynne Brindley	✓	✓	✓	A	A	
	Ms Kru Desai	N/M	N/M	✓	✓	✓	
	Mr Andy Friend	✓	✓	N/M	N/M	N/M	
	Dr Paula Franklin	✓	✓	✓	✓	✓	
	Professor Iain Gray	✓	✓	✓	✓	A	
	Mr Simon Harding-Roots	N/M	N/M	✓	✓	✓	
	Mr Adrian Haxby	✓	✓	✓	✓	✓	
	Ms Philippa Hird	✓	✓	✓	✓	✓	
	Professor Chris Jenks	A	✓	✓	✓	✓	
	Ms Janet Legrand	✓	✓	✓	✓	✓	
	Sir John Low	✓	✓	✓	✓	✓	
	Ms Hunada Nouss	✓	✓	✓	✓	✓	
	Ms Jacky Wright	A	A	✓	A	✓	
Mr Ron Zeghibe	✓	✓	✓	✓	✓		
Staff and Student Members	Professor Marianne Lewis	✓	P	✓	✓	✓	
	Ms Mary Luckiram	✓	✓	✓	A	✓	
	Ms Kristina Perelygina	✓	✓	✓	✓	✓	
	Ms Liz Rylatt	✓	✓	✓	✓	✓	
	Professor Debra Salmon	✓	✓	✓	✓	✓	

Key: ✓ In Attendance A Apologies P Part Attendance N/M Not a Member S Sabbatical

In Attendance	Reason and Meeting Section
Professor David Bolton	Deputy President & Provost (DP&P)
Professor Andrew Jones	Vice-President (Research & Enterprise) (VP (R&E))
Dr William Jordan	College Secretary
Ms Gemma Kenyon	Head of Careers, for Item 14
Ms Tuna Kunt	SU President-elect
Ms Sarah Lawton	Governance Administrator
Mr Tim Longden	Director of Marketing and External Relations
Professor Susannah Quinsee	Director of LEaD, for Item 11
Professor Zoe Radnor	Vice-President (Strategy & Planning) (VP (S&P))
Ms Midge Seymour-Roots	Head of Student Counselling and Mental Health, for Item 11

MINUTES SECTION A – OPEN FOR PUBLICATION

Part One – Preliminary Items

- Highlighted Items**
Council **agreed** the highlighted items.
- Minutes**
The minutes of the meeting held on 22nd March 2019 were approved.

3. **Matters Arising**

Council noted the table of actions arising from past meetings.

Matter Arising 1: USS

The Director of HR noted that the USS Trustee was asking UUK to consult employers, including governing bodies on the following three options:

- Option 1 - Conclude the 2018 valuation with contributions at the 'Upper Bookend' (33.7%)
- Option 2 - Conclude the 2018 valuation with contributions at the 'Lower Bookend' (29.7%) but with much stronger contingent contribution arrangements (trigger threshold level of £4bn rather than £10bn, step changes of 2%, rather than 1%). These are required by the USS Trustee
- Option 3 (new) – Contribution of 30.7% (21.1% employers, 9.6% employees) for two years from October 2019 for two years, until a 2020 valuation is completed. Should no agreement be reached on contribution rate this would rise to 34.7% from October 2021.

City was being asked to respond to the consultation on the 3 options by 30th May. The HR Director would develop the response early next week which would be circulated to Council Members for comment. **[Action]**

Mercers would give a presentation on pension matters at the June meeting of SIPCo, which all Independent Members of Council were welcome to attend.

4. **Conflicts of Interest**

There were no conflicts of interest declared.

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

The Chair welcomed the SU President-elect, Ms Tuna Kunt, who was observing the meeting ahead of her first meeting as a member in July. It was Ms Kristina Perelygina's last meeting as a member of Council and the Chair, on behalf of Council and all present, thanked her for her significant contribution over the past year.

The Chair also noted that it was the Dean of Cass, Professor Marianne Lewis' last meeting before leaving City in early June. On behalf of Council, the Chair thanked her for all her work as Dean and as a Council Member and wished her good luck in her new role.

Research Projects at City

The Chair repeated her request for Independent Members to send any reflections on how Council could learn more about research outcomes and achievements to the College Secretary. **[Action]**

Data Protection Officer (DPO)

The CFO noted that interviews for the new Head of Information Assurance were due to take place next week. Following this appointment, further discussions would take place with regard to the appointment of a DPO to take over from the College Secretary. Council would receive a further update at the next meeting. **[Action]**

Meeting with Academic Staff

The Deputy Chair met informally with academic staff this term, standing in for the Chair of Council. A range of issues had been discussed including the high demands on academic staff leading them to have to balance the requirements of administrative roles, education, and research.

Graduation

The next set of Graduations were scheduled to take place on 15th, 16th and 17th July and the Chair reminded the Independent Members that they were all welcome to attend, and that there was an expectation that they would attend at least one a year. Invitations would be issued by City's Events Team in due course.

6. Council Calendar

Council noted the calendar and the accompanying paper which provided an overview of recent discussions and decisions taken at meetings of Council, Council Committees and of discussion at informal meetings held by the Chair of Council. Council agreed that it would like such a summary included on a termly basis alongside the Council Calendar **[Action]**

The President would present an overview of the 2018/19 academic year at the July Plenary Dinner and Simon Levine, OfS Board Member, would give a presentation at the March 2020 dinner. Council Members were invited to send suggestions for the November 2019 Plenary Dinner to the Chair. **[Action]**

Part Two – Reports from the President and SU President

7. President's Report

The President gave a verbal update and in discussion the following points were noted:

- In the national pay negotiations a final offer had been made by employers at 1.8% with weighting at the bottom of the scale. The Trade Unions were taking different approaches to consulting their members on this and the earliest City would receive all responses was 9th July. The President would keep Council informed on developments. **[Action]**
- Publication of the findings of the Augur Review were anticipated in late May. Implementation of recommendations from the review was not likely for the next two academic years. But City would need to take the review into account in forward financial planning.

8. Students' Union Report

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

- The SU/UCU Graduate Teaching Assistants Survey was being used to gather feedback on the new employment arrangements. An update on the findings will be provided to Council and Senate in July.
- Student Media: the launch of the Carrot Magazine and Carrot Radio had resulted in a gradual increase in membership and excellent content from talented students from across City.
- The SU had hosted the 10th Academic Impact Awards last night and the SU President thanked the President and Deputy President & Provost for their support for the event.
- The Study Well campaign, to support student academic performance and overall wellbeing, runs until 31st May. Council noted the manifestos of the three new Sabbatical Officers. Once a date had been agreed for the Chair and President to meet with the new Sabbatical Officers it would be circulated to all Independent Members who were welcome to attend. **[Action]**

Part Three – Major Items for Discussion or Decision

9. University Title

At its meeting in July 2017, Council agreed that City should apply for University Title; and has since considered the changes to its Charter and Statutes that would be required to enable the change to take place; and any other changes to the Charter and Statutes that would be desirable.

In accordance with the provisions of the Charter, 14 clear days' notice had been given to all Council members of this resolution (circulated by email on 30th April) for agreement at this meeting.

Decisions

Council **agreed, unanimously, to resolve**, by Special Resolution:

1. subject to the Office for Students approving City, University of London's application for university title, to petition Her Majesty for an Amendment Supplemental Charter in the form attached to this resolution (subject to such amendments required by the Privy Council and which may be approved by the Secretary of City);
2. approved the amendments to the Statutes of City, University of London in the form attached to this resolution (subject to such amendments required by the Privy Council and which may be approved by the Secretary of City) to come into effect on the effective date of the Amendment Supplemental Charter.

10. Staff Survey 2018: Responses to the findings, incorporating a statement of intent from the President and Executive Team

Council considered the report and in discussion the following points were noted:

- City-level planning would focus on commitments developed by the President, with its focus on leadership throughout the university; bullying and harassment; and the increasing administrative burden on all staff.
- Following discussions at ExCo and the City Leadership Forum, the areas that senior leaders at City believed were likely to improve staff (notably millennial) perception of leadership were: better communication; revised leadership style; respect (by defining expectations of behaviour); vision (discussing V&S26 throughout City) and increased visibility.
- A range of tailored but sensitive approaches was being taken in Schools and Professional Services with high reported levels of bullying and harassment and/or low confidence in the mechanisms to address bullying and harassment. The emerging work on Living the Values, in support of City Values in V&S26 would help to guide expected standards of behaviour and runs in parallel with work to improve guidance and support to staff who were experiencing inappropriate behaviour through clearer procedures and an anonymous reporting platform.
- The focus of the Change Support Unit would be to review, with the process owner in Professional Service/School, the efficiency of key procedures and processes. Additionally, in relation to workload and increased administrative burden, as part of the agreed actions in support of the People Strategy, a Working Group had been established to consider Workload Allocation Models for academic staff.
- Benchmarking data comparing City's staff survey results to those of other London HEIs would be reviewed by OD and then the Executive and an update provided to Council in July. **[Action]**
- The VP (S&P) hoped to give a presentation to the November Plenary Dinner to enable Council to understand the process and mechanisms by which the Change Support Unit would deliver change. **[Action]**

Professor Susannah Quinsee and Midge Seymour-Roots joined the meeting.

11. Student Mental Health and Wellbeing Report

Council considered the report on Student Mental Health and Wellbeing and in discussion the following points were noted:

- The report provided an update on City's plans for supporting student mental health and wellbeing and followed on from the paper discussed at Council in 2018. This latest update provided a slightly broader view of more specialist student services to outline City's plans to follow the #stepchange framework which advocated taking a "whole university approach" to promoting good student mental health and wellbeing.

- As awareness of mental health difficulties increased and the stigma of accessing services decreased, there would be an increased pressure on universities to review their provision of services and to take a more expansive approach to student mental health and well-being. To this end, Universities were awaiting the publication of the *University Mental Health Charter* led by Student Minds which was due in the autumn.
- The report provided Council with some examples of anonymised specific student cases to highlight the complexity and range of issues students were experiencing.
- It was important to understand when to draw the line with provision and refer students to services outside of the institution. To this end, it was vital to understand which interventions actually worked, as institutions could easily become swamped with too many providers and if there were any associated costs they would need to be very discerning in choosing.
- City continued to work (as one of 20 in the network) with London Higher, looking specifically at the London factor and this work was helping to narrow down the number of interventions offered. The next annual report to Council would include information on student outcomes and a rationale for why the referral services used by City had been chosen. **[Action]**
- It was important that all Personal Tutors were equipped with at least a baseline competence in dealing with students who identified as requiring support and that they knew how and where to refer such students. The HR Director, through the Thriving at Work Group, would be working with the Director of LEaD and the Head of Student Counselling & Mental Health to identify staff who required mental health first aid training.

Professor Susannah Quinsee and Midge Seymour-Roots left the meeting.

12. DfE correspondence – Conditional/Unconditional Offers

Council noted the correspondence between the Secretary of State for Education and the President in relation to City's use of conditional/unconditional offers in the recruitment of undergraduate students. The College Secretary would draft a response to the letter for the Chair of Council to send. **[Action]**

13. Office for Students (OfS)

13.1 Overview of Regulatory Requirements

Council noted the overview of OfS regulatory requirements and their relation to the strategic priorities set for OfS by the Secretary of State for Education.

13.2 Financial Viability and Sustainability

Council noted OfS requirements to all HEIs to reconsider plans for student recruitment in the light of UK population forecasts. It was noted that while the make-up of City's student population meant that national demographic forecasts were not relevant to its forward financial plans, there were risks to City's plans from the expansion of other London institutions and that this was clear from City's forward financial plans. City's forward financial plans should not, however, be changed.

13.3 Access and Participation Agreement

Council noted the OfS requirement for Council approval of key elements of City's Access and Participation agreement. Owing to the deadline, Council agreed that SIPCo would give further consideration to the requirement at its meeting in June, and by correspondence. **[Action]**

13.4 Undergraduate Admissions: Transparency Requirement

Council noted the new OfS requirement to publish data on the City website about the University's UG admissions activity including socio-economic background and that City will comply with the OfS request by the deadline of 1st August 2019.

13.5 Prevent Monitoring: ADR and Risk Assessment

Council noted that OfS had concluded that City "demonstrated due regard to the Prevent Duty"; and that City was "not at higher risk of non-compliance with Prevent".

Gemma Kenyon joined the meeting.

14. Employability

Council considered three papers on employability and in discussion the following points were noted:

- The Rates and Surveys paper set out the factors that had influenced City's decline in its performance on employability. These included a change in the composition of the student population between Schools. City now recruited fewer students into SHS where employability rates for recent graduates tended to be higher and more students into other Schools where rates were lower.
- The Employability Provision paper set out the current employability support available to UG students via the Careers Service and other Professional Service teams.
- The draft Employability Development Plan, positioned within the Education and Student Strategy Delivery Plan, set out City's plans for the achievement of the employability KPI, and framed professional service and School-based initiatives in the context of a coherent strategy for the institution.
- The evidence base for the Employability Development Plan derived from a paper, "*Planning for Success*", published by the DfE in 2017. That paper concluded that (a) professional work experience and (b) career focus at the point of graduation were two factors which lead to positive employment outcomes for graduates.
- The Employability Development Plan accordingly proposed that (a) all City students should have a professional experience in one form or another in the course of their degrees; and (b) employability should be embedded in the curriculum in such a way that it was structurally unavoidable for students to have engaged with an employability initiative prior to graduation.
- Both of these propositions were prominent in City's marketing to potential students and should help give City a distinctive offer in the market; and work was underway to implement the plan. Seven employability modules had been developed and were being integrated into the curriculum. They were, for example, part of all Cass undergraduate courses, apart from those in Accounting and Finance.
- City's Careers Service worked with a wide range of businesses from 'blue chip' companies which ran careers fairs on campus to local SMEs, who might offer project-based placements or internships to City students, which would enable them to gain experience in solving 'real-world' problems. But it might also be worth exploring further the possibility of developing new partnerships on employability, for example with local government or with bodies such as the Institute for Coding.
- School-based placement teams played a key role in organising year-long outplacements; and academic staff also been involved. City's students often did not wish to take up year-long placements, however, as a result of family commitments or from a desire to complete their courses of study within three years.
- Many City courses enabled students to sign up either for a four-year course in a subject, including a one year placement or a three year course in that subject

without such a placement. Experience suggested that many who opted for the four-year course subsequently changed their minds and opted against a placement after arriving at City. The Head of the Careers Service would provide statistics on the numbers of students opting against placement (at time of entry or subsequently) and further reflections on how options for professional work experience at City could be developed to a future meeting of Council. **[Action]**

- Council would also welcome further information and discussion on City's activity in relation to degree apprenticeships, at a future meeting. **[Action]**
- City was developing plans for outreach to graduates who would be surveyed in the new Graduate Outcomes Survey who had not found graduate employment – with a view to supporting as many as possible find appropriate employment by the time the survey was conducted, in September 2019. The results of the Survey would be reported to Council when known. **[Action]**

Gemma Kenyon left the meeting and Tim Longden joined the meeting.

15. First Draft Financial Plan 2019/20 – 2023/24

Council noted work in progress towards a Financial Plan which reflects downside risks and in discussion the following points were noted:

- City would deliver on its Financial KPIs for the 2018/19 year and was looking at a surplus of £1M.
- The plan reflected a shortfall in both undergraduate and postgraduate recruitment this year and its impact on future years. Other factors reflected in the plan included an increase in staff costs and the impact of USS increases over that period of time. The School Financial Plans supporting the overall plan were considered to be deliverable.
- Council needed to reflect on its forward investment plans. Adjusting investment plans could help ensure that City did not run out of cash over the next five years. But it was also important that City should, in general, run an annual surplus of income over expenditure. Moreover, it was critical for City to find a way forward in relation to the Cass estate.
- The role of the Change Support Unit in delivering value for money and efficiencies needed careful consideration. There was a risk of mixed messaging and of the brand of the Change Support Unit becoming too associated with the development of an austerity programme. This might lead to opposition to its work.
- City would need to consider whether there were any activities that it could simply stop doing in their entirety. This was often a simpler way forward in the face of a financial challenge than finding efficiencies across many existing activities.
- For the next iteration of the plan, Council would find it useful to see an outline of base case, possible bad case and worst case scenario. **[Action]**
- An update on the Financial Plan 2019/20–2023/24 would be provided to SIPCo in June prior to Council in July. **[Action]**

16 Fundraising and Alumni Relations Update

Council received an update on fundraising and alumni relations and in discussion the following points were noted:

- A senior team, comprising the Head of Fundraising, Head of Alumni Relations, and Head of Principal Gifts was now in place and a comprehensive review of the team's activities was underway. An operating plan setting out its objectives, targets, priorities and ways of working together with the provision of significantly enhanced management information should be completed by the end of May. A further report would be presented to SIPCo and Council early in the 2019/20 academic year.

- The Director M&ER noted that they were seeking to forge greater links with China and India and would welcome suggestions from Council Members on how better contact with the latter might be best achieved.
- The Chair noted that fundraising was in a much better place than at this time last year, but there was still some way to go to before City was where it needed to be on this front.

Tim Longden left the meeting.

17. KPIs and PIs

Council considered the KPIs and PIs report and in discussion the following points were noted:

- The majority of the fall in enterprise income (PI 7) reflected a large decrease in collaborative research contract income which contained a substantial component of “in kind” contributions by research partners. Some projects with large “in-kind” contributions had come to an end; in other cases a rule change by the European Horizon 2020 scheme now excluded “in-kind” contributions from its financial representation of such projects. There had also been a small decrease in short course income.
- The way PI 7 was calculated was scheduled for review this year and the aim was to capture enterprise income better i.e., without including “in-kind” contributions as part of the income received from research.

18. Governance Matters

18.1 Award of Honorary Degrees

Council **approved** the nominations recommendation from CGNC to award two Honorary Degrees.

This item is continued in the closed section of the minutes.

18.2 Ordinance D.10, Publication Scheme

Council considered the paper which outlined recommendations from Corporate Governance Committee for changes to Ordinance D.10, Publications Scheme. The revised wording proposed was intended to (a) bring the text of the Ordinance into conformity with the practice City has adopted in relation to the publication of papers and (b) to improve the clarity of the drafting.

Decision

Council **approved** the recommendation from CGNC to revise the Ordinance D.10, Publication Scheme.

18.3 SIPCo Annual Report (Verbal)

Council received a verbal report from the Chair of SIPCo and in discussion the following points were noted:

- SIPCo’s purpose was to review progress in delivering City’s V&S26; monitor City’s performance and that of its constituent Schools in the round; consider any proposals or development related to the institution’s strategic objectives; and to assist the Executive in bringing any matters to Council through the process of constructive challenge.
- Over the past year SIPCo had met five times and approved the Annual Transparent Approach to Costing (TRAC) return to the Office for Students.
- SIPCo had also, among other items, considered a presentation from the Dean of City Law School; monitored City’s financial progress against the budget/plan; reviewed the KPIs/Pis; and considered options for the Cass Estate.
- Moving forward, SIPCo was concerned about the financial impact of pensions issues and it was noted again that there would be a Pensions Presentation at

the next meeting on 13th June and all Council members were welcome to attend.

- The Chair of SIPCo would circulate a summary of his report by email following the meeting. **[Action]**

Part Four – Information

19. Minutes for Note

19.1 Audit and Risk Committee, 11th March 2019

19.2 SIPCo, 6th March 2019

19.3 Senate, 13th March 2019

20. Strategic Estates Projects Update

Council noted the update.

21. Financial Sustainability of HE Providers in England

To note the OfS report.

22. Register of Interests

Council members and attendees would provide Governance with any required amendments. **[Action]**

23. Opportunities for Further Engagement with City for Independent Members

Council noted the calendar of forthcoming meetings and events.

24. FOI Review

Council **agreed** that no changes were required.

25. Date of Next Meeting

Friday 5th July 2019.

Part Five – Meeting of Independent Members

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

Julia Palca

Chair of Council, May 2019