

**UNAPPROVED COUNCIL MINUTES  
HYBRID MEETING HELD ON 30<sup>TH</sup> JUNE 2022, 9.00am to 12.00noon  
Northampton Suite, College Building**

Members		Meeting 1 07.10.21	Meeting 2 26.11.21	Meeting 3 24.02.22	Meeting 4 01.04.22	Meeting 5 13.05.22	Meeting 6 30.06.22
Independent Members	Ms Julia Palca (Chair)	✓	✓	✓	✓	✓	✓
	Professor Anthony Finkelstein (President)	✓	✓	✓	✓	✓	✓
	Ms Kru Desai	✓	✓	✓	✓	✓	A
	Mr Simon Harding-Roots	✓	✓	✓	✓	✓	✓
	Mr Adrian Haxby	✓	✓	✓	✓	✓	✓
	Professor Chris Jenks	✓	A	N/M	N/M	N/M	N/M
	Mr Thomas Lee-Warren	✓	A	A	P	A	A
	Dr Andrew Mackintosh	A	✓	✓	✓	✓	✓
	Ms Catherine McGuinness	N/M	N/M	N/M	N/M	A	✓
	Ms Ebele Okobi	A	✓	A	A	✓	✓
	Mr Anant Prakash	✓	✓	✓	✓	✓	✓
	Ms Jen Tippin	A	✓	✓	✓	✓	✓
	Mr Ron Zeghibe	✓	✓	✓	✓	✓	✓
Staff and Student Members	Ms Mary Luckiram	✓	✓	✓	✓	✓	A
	Ms Shaima Dallali	✓	✓	A	✓	✓	✓
	Ms Liz Rylatt	✓	A	N/M	N/M	N/M	N/M
	Professor Debra Salmon	✓	✓	✓	✓	✓	✓
	Ms Helen Watson	N/M	N/M	N/M	✓	✓	P

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

In Attendance	Reason and Meeting Section
Mr Dominic Davis	Director of SPPU (interim)
Dr William Jordan	College Secretary
Ms Sarah Lawton	Governance Administrator
Professor Miguel Mera	Vice-President, Research
Professor Nick Motson	Associate Professor of Finance, Bayes, for Item 12.1
Ms Marion O'Hara	Interim Chief Financial Officer
Mr Mark Pacey	Project Manager Change Support Unit, for Items 11 and 12.1
Professor Susannah Quinsee	Vice-President, Digital and Student Experience
Dr Sioanade Robinson	Vice-President, Enterprise, Engagement and Employability
Professor Andre Spicer	Dean of Bayes Business School
Ms Gesmina Tsourrai	Student President-elect

**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 13<sup>th</sup> May were approved.

**3. Matters Arising**

Council noted the actions arising from past meetings.

USS and UCU

The Chair noted that having discussed with both the HR Director and COO there were no main changes on UCU and USS to report. It was possible that there may be further strike action and Council would be kept informed.

**4. Conflicts of Interest**

For future reference, Catherine McGuinness noted her interests at CoLAT and the City of London.

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

The Chair thanked the outgoing SU President, Shaima, for all her hard work and wished her well in her new role as President of the National Union of Students.

The Chair welcomed to the meeting Catherine McGuinness and the SU President-elect, Gesmina Tsourrai.

## 6. **Calendar**

Council noted the calendar and members were invited to send suggestions for Plenary Dinner topics to the Governance Team.

## 7. **President's Report**

The President gave an update on his recent activities and in discussion the following points were noted:

- The two strategic projects, Blind Castle and Urdang, were key areas of focus for the President and would be discussed later on the agenda.
- The President planned to write some informal reflections following his first year in post, which will set out the work which had been undertaken and work which remained to be collectively addressed.
- The restructuring of the School of Arts and Social Sciences continued to progress very well, with thanks to Professor Salmon and Professor Whitelock and the changes continued to be warmly welcomed by staff.

## 8. **SU Report**

Council considered the SU Report and in discussion the following points were noted:

- Following a review with an external consultant, a new External Speaker Policy had been developed but awaited City approval of a new text of Ordinance B.4 relating to Freedom of Speech at City. The new policy would take a different approach to the current one and through implementation would hopefully empower student leaders to have more ownership over the process. Changes to Ordinance B.4 would be considered at Council at its October meeting.
- In accordance with the new SU democratic structures, the first meeting of the Assembly had taken place on Wednesday 15 June 2022. This had been an exciting opportunity to welcome a new set of student leaders into the Union who spent the afternoon receiving training, reviewing the vast array of manifesto priorities, and setting a platinum, gold, silver, and bronze priority for the Union. The Chair would find it helpful if the next SU Report could include any new platinum priorities. **[Action]**
- In response to student feedback, the SU had undertaken a review of the catering provision at City. The findings had been provided to the Property and Facilities Directorate and a meeting would be arranged to discuss how this research might influence the future of catering at City.
- The first in person SU Awards since the pandemic had taken place in May with 120 attendees at the grand Saddler's Hall. The event combined the Societies Awards, Carrot Awards, and the Academic Impact Awards into one huge ceremony which was very well received by all who attended.

## 9. **Finance**

### 9.1 **Draft Budget and updated Financial Plans**

Council considered the draft Budget and updated Financial Plans and in discussion the following points were noted:

- The draft Budget forecasted an underlying surplus of £0.6M after the FRS102 adjustments. This was compared with a £10.3M surplus forecast for 2022/23 contained within the 2021 OfS Financial Plan prepared in December
- OfS had brought forward the deadlines for submission of the Annual Financial

Return and therefore the 2022 OfS Financial Plan would go to the November Council for approval.

- A sizeable increase was showing in staff costs and this could be attributed to the cost-of-living increase, a significant number of new posts and new costs associated with Urdang.
- All Schools had requested additional staffing which was aligned to growth and that growth had been built into their plans. Essential posts only could be recruited to now, with planned recruitment to other posts to be reviewed later in the year.
- The plan assumed for the Bayes Estate Option 3 and the budget allowed for that.
- Neither the Blind Castle project or the new Strategic Plan had as yet been factored into the Plan. Given the need for strategic investment for the Blind Castle project, it would not seem, on the basis of the current draft of the Plan, to be affordable.
- The sensitivity analysis set out the main risks to the plan, notably the risk that City would have to pay staff more than a 3% cost-of-living increase. The CFO noted that, following SIPCo, a note had been added to the sensitivities section to note that “UG recruitment was positive across all Schools and City would be highly confident of reaching all of its targets, albeit with a big (but reduced) reliance on clearing”.
- The Chair of SIPCo noted that City was in a challenging financial position and Council needed to be mindful that there was much risk on the horizon, relating to student numbers, inflation, USS and pay negotiations.

### **Decision**

Council **approved** the Budget for 2022/23 and noted the impact of this Budget on the updated Financial Plan.

## **9.2 Q3 Finance Report**

Council considered the Q3 Finance Report and in discussion the following points were noted:

- The report presented the revised forecast and compared actual records on SAP at end of period 09 to the profiled revised forecast. This was prepared in April 2022 to provide a final forecast for 2021/22. The SOCIE showed a deficit of £74.2M (bottom line £62M). When adjusting out the FRS102 pension movements, the operating deficit was £4.4M compared to the Mid-year Forecast of £2.7M deficit.
- The comparisons to the Actual position at the end of Q3 showed that the provisions for underspend included in the MYF were reasonable, but there were a number of significant changes that had worsened the position. But there was a high probability that there would be further underspend and the final position could be an improvement.

## **10. Bayes Business School**

### **10.1 Investment in Bayes Business School Estate**

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

- There were two key drivers for the revised proposal. The first was the challenging short-term financial situation. The second was the realisation across the current recruitment cycle, that the revenue forecasts in the Bayes financial plan would be challenging to achieve without some increased, targeted investment.

- The estates plan had been reworked and this led to a total cost reduction of around £25M against the previous option.
- In the preferred new plan (Option 3), the new real estate at FSQ was entirely devoted to students. Faculty offices remained at BHR and this would allow students to fully benefit from a new high-quality, modern learning space. It would also allow Bayes to fulfil its promise to teach final year UG students in the BHR/FSQ complex. Bayes expected that the preferred Option 3 would have a positive effect on student satisfaction relative to the previous proposal. The revised proposal was budgeted to cost £43.6M.
- The President noted that the proposal for Option 3 came with the collective support of SLT and he thanked the Dean and his team for responding to the financial challenges, by providing the revised proposal.
- The Chair of SIPCo confirmed that SIPCo was supportive of the proposal and realised the strategic need for this investment, whilst being mindful that Bunhill Row refurbishment issues would still need to be addressed.
- The Dean of Bayes thanked Cheryl Smitham, Guido DeKoning and Ed Kevin in PAF and Scott Storrar in Finance for their work on drawing up the proposal.

### **Decision**

Council **approved** the Investment Case for Option 3.

## **10.2 Bayes Business School Strategy Update**

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

- This paper provided an update on the work being done on the development of the new Bayes strategy. This strategy work was informed by and aligned with the wider City strategy. The focus was on ensuring that Bayes could deliver on the promise to put City as a University for Business, Practice and the Professions at its heart.
- The paper set out relevant changes in the business school market, changes in Bayes' competitive position and key challenges particular to Bayes, such as "changing more than a name". These considerations lead towards a strategy which requires the School to differentiate itself more clearly from other providers and an investment plan that supports that differentiation.
- The full Bayes strategy and investment requirements would be presented to SIPCo in September and Council in October.
- This Strategy document framed the position for Bayes in the current environment but it should be noted that driving improvement for the institution's overall performance would also improve Bayes' position. For example, the School of Policy and Global Affairs would have a very positive impact on Bayes' position within the aforementioned FT tiers.
- The new Dean had now provided an encouragingly clear view of what needed to be done to get the School to where it aspired to be.
- The Dean of Bayes would welcome feedback from Council members outside of the meeting on any points raised or if they have any ideas/initiatives for his consideration; and would return to present the final version of the Bayes Strategy to Council later in the year. **[Action]**

## **11. Strategy Development Process**

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

- The paper provided an update on progress in developing the strategy since April with a specific focus on the progress of the eight workstreams, previously described to Council as the pillars of the strategy.

- Timelines and resourcing requirements had been considerably firmed up, with the timeframe for delivery of the strategy now extending over 8, rather than 5, years in total.
- Wherever possible, existing proposed spending had been repurposed to enable the delivery of the strategy. New funding would be required, however, and the proposed portfolio review and the new curriculum model would play a part in helping deliver this.
- The EDI dimension of the strategy had been further developed and had been made much more explicit as part of the the Values, Diversity and Sustainability workstream.
- Digital transformation was not a workstream in itself but would be included across the entire strategy and all of the workstreams. Digital would, in time, transform the educational experience and change City's business and City needed to be prepared for that. The current Student Record System was not fit for purpose but the President noted that a solid digital infrastructure would be in place within three years.
- The communications plan for the strategy was now being rolled out, with initial presentations to the Strategic Leadership Forum at City and to a Town Hall meeting of all staff. The presentations had been warmly received. A short note was being developed, with the Students Union, to set out what the strategy would mean for students at City.
- Crucial to the success of the strategy was the development of a shared collective vision and more work was required to articulate for staff what the strategy meant for them individually.
- Closer relationships with the City of London were one factor that might serve to differentiate City from other Universities; and the employability workstream of the strategy could bring together employers in the City of London in particular. It was also the case that the new Policy and Global Affairs School would be positioned as a School serving the interests, primarily, of the City of London, rather than the interests of Whitehall.
- An implementation group for the strategy had been formed under the leadership of the Deputy President.
- A set of 46 potential KPIs had been identified that could help measure the impact and effectiveness of the strategy. As proposals for KPIs were finalised, it would be helpful to bear in mind the difficulties that arose when KPIs were outside the direct control of City; and the desirability of setting milestones to evidence the completion of actions and progress in the execution of the strategy. The KPIs should also be meaningful to City's stakeholders and City students as well as City stakeholders could potentially be engaged in the setting of the strategy KPIs.
- The Chair, summing up the discussion, noted that Council continued to endorse strongly the direction of travel set out in the strategy; that it was important to deliver the outcomes set in the strategy; and to develop measures of the outcomes achieved. It was also important that work continued to 'sell' the vision and strategy to staff, students and stakeholders.
- The final Strategic Plan, including the enabling strategies in Finance, Comms, Estates and Data & Planning would be presented to Council for approval alongside the Financial Plan in November. **[Action]**

## 12. Strategic Projects

### 12.1 Blind Castle

Council considered an update on the Strategic Project Blind Castle.

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

## **12.2 Urdang Integration: Progress Update**

Council received the update and in discussion the following points were noted:

- The paper highlighted the current status of the Urdang integration project, in particular phase 1: integration. The workstreams for the integration phase were outlined with key deliverables achieved, overview of current work and risks.
- The work on culture over the next year would be an extremely important part of the process.
- There were challenges, but everyone had pulled together on both sides to move forward at pace.

## **13. Risk**

### **13.1 Strategic Risk Register Review**

Council noted the Risk Register which had been reviewed at Audit and Risk Committee on 13<sup>th</sup> June.

### **13.2 Health and Safety Mid-Year Report**

Council noted the report which had been considered in detail at Audit and Risk Committee on 13<sup>th</sup> June.

## **14. Research and Enterprise Report**

As time did not allow for Council to consider this report at this meeting it would be deferred to October.

## **15. Annual EDI Report**

As time did not allow for Council to consider this report at this meeting it would be deferred to October.

## **16. Governance Matters**

### **16.1 Honorary Degree**

Council approved the recommendation from CGNC.

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

### **16.2 Ordinance Revision: Collective Responsibilities of Council (A1)**

Council **approved** the proposed revisions to Ordinance A.1 (which sets out the collective responsibilities of Council) to better reflect the CUC Code and the provisions of City's Royal Charter.

## **17. Minutes for Note**

Council received the minutes of the following meetings, noting that they may have been approved by the Chair but not the entire Committee:

17.1 RemCo, 22<sup>nd</sup> March 2022

17.2 Senate, 23<sup>rd</sup> March 2022

17.3 CGNC, 12<sup>th</sup> May 2022

17.4 Audit and Risk Committee, 15<sup>th</sup> March 2022 and 13<sup>th</sup> June 2022

## **18. Annual Global Goals Report 2021**

Council noted the excellent report which showcased the range of sustainability activities developed and delivered across the University. The report was considered in detail at SIPCo on 16<sup>th</sup> June.

- 19. Council Effectiveness: Final Report**  
Council noted the final full Minerva report following the review of Council Effectiveness.
- 20. Strategic Estates Projects**  
Council noted the update.
- 21. Policy Update**  
Council noted the update.
- 22. Graduate Outcomes**  
Council noted the report.
- 23. Council and its Committees' Meeting Dates**  
Council noted the dates of meetings for 2022/23.
- 24. FOI Review**  
Council **agreed** that no changes were required.
- 25. Date of Next Meeting**  
Thursday 6<sup>th</sup> October 2022, Chairs' dinner to be held on 3<sup>rd</sup> October, venue tbc.

Julia Palca,  
Chair of Council  
July 2022