

**COUNCIL MINUTES  
MEETING HELD ON 3<sup>rd</sup> JULY 2020**

Members		Meeting 1 04.10.19	Meeting 2 22.11.19	Meeting 3 07.02.20	Meeting 4 20.03.20	Meeting 5 15.05.20	Meeting 6 03.07.20
Independent Members	Ms Julia Palca (Chair)	✓	✓	✓	✓	✓	✓
	Professor Sir Paul Curran (President)	A	✓	✓	✓	✓	✓
	Dame Lynne Brindley	✓	✓	N/M	N/M	N/M	N/M
	Ms Kru Desai	✓	✓	✓	✓	✓	✓
	Dr Paula Franklin	✓	✓	A	A	✓	✓
	Mr Simon Harding-Roots	✓	A	A	✓	✓	✓
	Mr Adrian Haxby	✓	A	✓	✓	✓	✓
	Ms Philippa Hird	✓	✓	✓	✓	✓	✓
	Professor Chris Jenks	✓	A	✓	A	✓	✓
	Ms Janet Legrand	✓	✓	✓	✓	✓	✓
	Sir John Low	✓	✓	N/M	N/M	N/M	N/M
	Ms Hunada Nouss	✓	✓	✓	✓	✓	✓
	Ms Jen Tippin	N/M	N/M	N/M	N/M	N/M	P
	Ms Jacky Wright	A	A	N/M	N/M	N/M	N/M
Mr Ron Zeghibe	✓	A	✓	✓	✓	✓	
Staff and Student Members	Ms Tuna Kunt	✓	✓	✓	✓	✓	N/M
	Ms Mary Luckiram	✓	✓	✓	✓	✓	✓
	Mr Saqlain Riaz	N/M	N/M	N/M	N/M	N/M	✓
	Ms Liz Rylatt	✓	✓	✓	✓	✓	✓
	Professor Debra Salmon	A	✓	✓	P	✓	✓

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

In Attendance	Reason and Meeting Section
Mr James Birkett	Director of Registry and Student Services for Item 11
Professor David Bolton	Deputy President & Provost (DP&P)
Mr Kevin Gibbons	Director of Property and Facilities
Professor Andrew Jones	Vice-President, Research and Enterprise
Dr William Jordan	College Secretary
Ms Tuna Kunt	Former SU President
Ms Sarah Lawton	Governance Administrator
Mr Tim Longden	Director of Marketing and Alumni Relations
Professor Zoe Radnor	Vice-President, Strategy and Planning
Mr Saqlain Riaz	VP Education and SU President Elect
Mrs Midge Seymour Roots	Head of Specialist Student Support Services for Item 11
Professor Paolo Volpin	Interim Dean of Cass Business School

**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 15<sup>th</sup> May 2020 were approved.
- Matters Arising**  
Council noted the table of actions arising from past meetings.

**USS update**

The Director of HR that since Council's last meeting, City with other USS employers responded to the USS discussion document on the proposed methodology and the risk appetite for the 2020 Valuation. Key elements of the employers' response were:

- Broad support for: valuation principles; proposed methodology, including using one 'discount rate' for pension benefits promised to pensioner members and another for benefits relating to all other members; and continuing to explore taking moderately more investment risk over the longer-term than envisaged in last valuation.
- Progress had been made in securing employer's commitments, made as part of the 2018 valuation, to underwrite investment risks being taken to fund members' benefits.
- Further work was needed, given economic uncertainty, to define the strength of the 'covenant' used to set the funding assumptions for the 2020 valuation.

The discussion document would inform the forthcoming consultation with UUK on the Technical Provisions, the material details of the Schedule of Contributions, the Recovery Plan and the Statement of Funding Principles. This consultation, via UUK, was expected in late July.

### **JNCHES Pay Negotiations 2020/21**

The most recent update from UCEA noted that:

- Members of the UCEA Negotiating Team would be meeting with all five trade unions on the afternoon of Tuesday 7 July in a one-off New JNCHES meeting for 2020-21.
- Exceptionally, given the current circumstances, UCEA would only hold one New JNCHES negotiating meeting this year. The mandate from members was for there to be no pay uplift for 2020-21. However, UCEA remained committed to national bargaining and intended to resume normal negotiations next year for the 2021-22 round; indeed, they had already begun to find dates for those meetings as a signal of their commitment.
- UCEA anticipated the Trade Unions were likely to want to go through their own consultation processes before they can give a formal response to UCEA's position. This might trigger a dispute but, given the clear steer provided by member institutions in the recent consultation, UCEA did not intend to change the position that there will be no pay uplift for 2020-21.
- UCEA was still in dispute over the 2019-20 pay round and understood that UCU intended to consult members over July on UCEA's full and final offer to bring that dispute to a conclusion.

### **Student Hardship Fund Update**

The Deputy President & Provost noted that 1,394 awards had been made to a total of £310,405. There was £68,000 remaining which would be used to provide 340 students with the standard £200 grant unless some specific cases warranted more.

#### **4. Conflicts of Interest**

Jennifer Tippin had declared an interest in Item 9.2, Investment Policy Review.

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

The Chair welcomed the SU President Elect, Mr Saqlain Riaz, to his first meeting as SU President and a member of Council.

### **Appointment of an Independent Member of Council - Decision**

Council **approved** the appointment of Jen Tippin as an independent member of Council for a period of 3 years, commencing on 3<sup>rd</sup> July 2020.

### **President Appointment Process**

The Interview Panel for the five remaining candidates was scheduled for Monday 6<sup>th</sup> July.

## **Business School Name**

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

- There was a strong moral case for changing the name of the Business School. But while the decision to move to a new name would be relatively easy to take, the process of transition and the decisions required in that transition would be much harder and would require careful communications.
- The decision by the Cass Foundation to move to a new name would make it easier for City to move to a new name for its Business School; and would make it very much less likely that Cass Foundation would seek a return of its original donation to the Business School if City were to proceed down this path.
- The Cass brand had grown to its current strength over time because of the quality and strength of the teaching and research offered by the Business School over many years. The reputation of the Business School could therefore be expected to retain its strength (potentially after a short-term dip) under a new name. The value of the name Cass must now in any case be in decline given its links to the slave trade.
- Establishing a new brand successfully could be expected to bring significant future costs. The sum involved was likely to amount to several millions of pounds.
- Opinion among alumni about moving to a new name was very evenly divided, with many expressing strong feelings about a potential name change, both for and against. It was difficult to judge the balance of opinion among potential future students and the impact of any decision on student recruitment.
- The SU President noted considerable strength of feelings in the student body in favour of a name change but for transparency rather than speed to be the priority in the determination of a new name.
- City's experience of changing its name in 2016 showed that the process of registering the trademarks associated with any new name, once selected, would take at least 8 months, and could take up to a year.
- One name likely to be immediately available to City if the Business School relinquished its current name with immediate effect was 'City University of London Business School'. The Chair asked for any immediate views on the suitability of this name to be made known to her over the coming weekend.

### **[Action]**

- The President suggested that it might be helpful for fuller engagement to take place with a range of colleagues in the Business School before a decision was announced on the way forward on its name and therefore to separate the timing of the decision and announcement.
- There was also a case for immediate action and for limiting the time frame for consultation on adopting an interim name so that the outcome of Council's consideration of the issues could be made known swiftly. It would be very difficult for Council to take a decision in principle on this issue without making the decision known rapidly.
- If the current name of the Business School were relinquished with immediate effect, the Business School would then, by default, become simply the Business School of City, University of London.
- Some aspects of the current branding of the Business School could be changed immediately but other aspects such as physical signage would take some time.
- Further consideration would need to be given to City's future relationship with the Cass Foundation and funding from the foundation.
- The review chaired by Hunada Nouss into historical sources of funding accepted by City would report in the next 4 to 6 weeks. This would be a very

valuable exercise but should not delay a decision on whether or not now to move away from the Cass name.

### **Decisions**

The Chair, in summing up the discussion, noted that Council had concluded that:

- It would be right, taking account of all the points made in discussion, to move to a new name for the Business School.
- An announcement of the decision should be worked up over the coming weekend and made on Monday of the following week.
- Consultation on the interim name to be used by the Business School on relinquishing the name 'Cass' should be limited in time and a small group should be set up selected by the President and Interim Dean of the Business School to consider the interim issues. This group should include at least one member of Council.
- A forward timeline should be developed for the move of the Business School to a more permanent new name. This work should be undertaken by a working group (to be established) and should involve consultation with stakeholders.

*Secretary's Note: A Press Release announcing the change was agreed by Council over the weekend for release on Monday of the following week. This Press Release announced that the change to the name of the Business School would be made with immediate effect.*

#### **6. Council Calendar**

Council noted the calendar. It would be decided nearer the time whether or not the Chairs' dinner in October would take place. **[Action]**

#### **7. Students' Union Report**

Council received the report and also noted the SU reports on "Existing Student Feedback" and "Return to City". In discussion the following points were noted:

- The new Sabbatical Officers were undertaking the handover process which was proving to be a fairly seamless transition for them.
- Preparations for Welcome Week and returning back to the next academic year were underway. The SU would be conducting wellbeing checks online.
- The Union had released a statement on #BlackOutTuesday in solidarity with the Black Lives Matter movement and students started a petition for the Cass Business School to be renamed due to Sir John Cass' involvement in the slave trade. The Union nominated Saqlain to sit on the new Review of Historic Sources of Funding Task & Finish Group.
- Covid-19 Update: SU Staff wellbeing remained a concern as remote working continued. The Union continued to ensure staff have regular contact with their managers and colleagues to maintain morale and actions have been taken to ensure the health and safety of colleagues across the Union.
- Many of the comments in the SU feedback report related to apprehension about using public transport to travel to campus and the Director of PAF noted that his team were working on options for bicycle provision and bicycle storage provision.

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

#### **8. Coronavirus: Update**

Council received a verbal update from the President and the following points were noted:

- The government had now prohibited the use of 'conditional unconditional offers' by all HEIs in the current year; but more helpfully had also announced a modest increase in research funding for future years.
- Together with other HEIs, City was lobbying the government in relation to international students and their access to visas, an announcement was expected on Monday.

- Overseas Visa Offices would be open from 1<sup>st</sup> August.
- Recent Government advice, specific to the HE Sector, outlined the reduction in the 2 metres social distancing to 1 metre plus (providing suitable mitigations were in place) and provided useful guidance for social distancing in libraries and at social events.
- The position on student recruitment was kept continually under review and the outcome for postgraduate recruitment would not be clear until September. It was certain that City would need to make greater use of clearing this year, to meet undergraduate recruitment targets.

The Deputy President & Provost noted that:

- Current assessment activities were taking place on-line and registration in September would also be online. Some study spaces would be open to students over the summer, as campus was gradually re-opened and the clear message from students and prospective students for the Autumn Term was that they wanted to remain safe, but they also wanted to be on campus for part of their studies.
- The 'educational offer' to students was being developed. There would be consultation on the offer with prospective students over the summer. To this end, information at programme and module level was currently being signed off within Schools, to inform the wider consultation with students.
- Keep-warm recruitment activity for prospective students continued apace; and confirmation and clearing preparations for a clearing process that would be conducted wholly on-line, were underway.
- Urgent work was being taken forward on instructional design and to develop learning technology for 2021. How to give weight effectively to the 'student voice' when many student services were being provided on-line was being considered urgently.
- For 2021-22, it was anticipated that some of the blended learning would persist in some programmes, particularly in terms of preparing lectures and associated materials, tests, etc., as packages.

The Director of HR noted, regarding staff issues, that:

- Much work had taken place and continued with the Health and Safety Office, PAF and Trade Union safety representative colleagues to ensure that City provided a Covid-secure environment for those returning to campus. The CFO, as head of the BCM group, would bring a recommendation on face coverings to ET next week for approval.
- Work was underway in HR to develop guidance for managers, as their roles would be critical in the return to campus phase – and in managing staff who might wish to return but whose presence on campus was not business-critical.
- Support continued to be provided to ensure the wellbeing of staff working remotely, as outlined in the Health and Safety report on the agenda.
- The HR Team would carry out analysis on opportunities which have arisen, since lockdown, to embrace different ways of working.

The CFO noted, as Chair of the Business Continuity (BCM) Group, that:

- The BCM Group continued to meet twice a week.
- The Head of Occupational Health and Safety and PAF representatives continued their walkabouts to refine plans to ensure the safety of the campus.
- The BCM Group had received more requests from staff who wished to return to campus and would take decisions on those in due course.
- City's approach to social distancing would be to encourage it at 2m where possible but for the Business School and SHS social distancing would be at '1m plus' (providing suitable mitigations were in place).
- Following approval at ET, City would issue a strong statement requiring the use of face coverings on campus.

- City would continue to ask staff to work from home where possible and for those colleagues whose roles were not student-facing, the BCM Group would be recommending that they work from home until the end of 2020.

### **9.1 Financial Planning Update**

Council received a brief verbal financial planning update from the CFO. The update drew attention to the need to deliver on cost reductions. The CFO noted that the Cost Reduction Group was making good progress, and this was further discussed at Item 9.3. The budget would be formally submitted to Council for approval in the autumn (when more will be known about student numbers) and subsequently shared with OfS.

### **9.2 Investment Policy: Annual Review**

Council reviewed and **approved** the Investment Policy.

### **9.3 Cost Reduction Group Update**

Council received a verbal update from the Chair of the Cost Reduction Group (VP, R&E). The group was moving towards concluding its work and presenting its recommendations to ExCo for approval on 15th July. The recommendations remained as previously outlined and the gap used for modelling remained at £18M after non-pay costs. The next stage of the process would involve consultation with the Trade Unions on the recommendations.

## **10. Cass Estate Options – Acquisition of FSQ**

Council considered the options paper.

*This item is continued in the closed section.*

*James Birkett and Midge Seymour-Roots joined the meeting.*

## **11. Student Mental Health and Wellbeing Report**

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

- Universities UK published a refreshed version of its strategic framework on mental health and wellbeing #stepchange on 20 May 2020. The University Mental Health Charter, led by Student Minds, had been published in December 2019.
- The immediate need to respond to the challenges of the Covid-19 pandemic necessarily had overtaken the Service's longer-term planning in response to these national policy developments.
- The paper provided a review of 2019/20, with data up until lockdown, and information on what had been done to adapt the Service's specialist services provision since March. There would clearly be a short and longer-term impact on the mental health and wellbeing for students and staff from the effects of lockdown, magnifying a range of health, social and educational inequalities. The paper outlined steps in the Service that were planned, including steps to enhance its online support.
- The Service was seeing a lot more cases of students with complex presentations (mental health, disability, neurodiversity): such students would need to be supported more fully. Looking forward, with neurodiverse students in mind, dyslexia assessments would be required for students on arrival at City and might not always be possible face-to-face, and in those cases an online evaluation, recognised by the Department of Education, would be employed.
- During the Covid-19 crisis the Service had offered students remote access to services. It was unsurprising that the use of counselling declined initially, this could have been due to a lack of access to IT or lack of privacy, depending on students' home environments. Those who had made use of counselling were able to have more extended interaction than the usual 4 weeks allotted.
- As a member of the EDI Committee, Midge assured Council that she would be raising the issue of East Asian students and the approach to be taken to ensure that those students do not experience adverse attention on campus.
- Council noted City's position with regard to student opt-in consent schemes.

- The Chair thanked James and Midge for their report and for the continuing work to support students. It would be important to keep a watchful eye to ensure that resources for specialist student services were adequate.

*James Birkett and Midge Seymour-Roots left the meeting.*

#### **12.1 Risk Register Biannual Review**

Council noted the Risk Register.

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

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

- The report focussed largely on City's approach to Health and Safety in relation to Covid-19. The work undertaken in response to the crisis would undoubtedly prove beneficial in "normal" times, and it should be used as an opportunity, as colleagues would most likely be more diligent and have an increased awareness and perception of their surroundings and working environment. A familiarity with risk and risk assessment should increase among staff, as they will all have to participate in such assessments before returning to campus.
- ET had been hosting live sessions over the recent weeks, giving staff an opportunity to find out more about plans for returning to campus. Feedback from participants had been positive and staff had valued the sessions.

#### **13.1 EDI Strategy and Delivery Plan**

*Due to the importance of this Item and items 13.2 and 13.3, the fact that that the papers had been considered at length by RemCo and approved, and the paucity of time available at this meeting, it was agreed that discussion of these three items would be postponed until the next Council meeting, to allow appropriate time for debate*

#### **13.2 Athena SWAN Update**

*This item would be considered at a future meeting.*

#### **13.3 Race Equality Charter Update**

*This item would be considered at a future meeting.*

#### **14.1 CGNC Annual Report**

The Chair of CGNC would circulate a brief report (after the meeting) as time did not allow for a verbal update to be given.

#### **14.2 SIPCo Annual Report**

The Chair of SIPCo would circulate a brief report (after the meeting) as time did not allow for a verbal update to be given.

#### **14.3 Council Members' Appraisal of Council**

The Chair reported that the majority of members had participated in the annual appraisal of Council and thanked them for their engagement in the process. Overall, members agreed that Council and its Committees were performing well.

In discussion the following points were noted:

- There had been general agreement that Council was tackling strategic issues not just governance issues.
- A review of the School Links Scheme should be undertaken. **[Action]**
- Further consideration should be given to fundraising and the governance of fundraising by Council. **[Action]**
- The Chair encouraged independent members to aim to attend at least one meeting of Senate in each academic year and expressed thanks to Kru Desai and Dr Paula Franklin who had confirmed their attendance at the July Senate next week.
- It was a challenge for members to engage and interact with students who were not sabbatical officers.

- It was agreed that, in future, in the light of Covid-19, consideration would need to be given to how Council planned to conduct its future meetings. Whatever was decided, the general view was that it should be either wholly face to face or wholly online, not a mixture of the two.

CGNC would review the detailed comments to see if there were further actions that should be taken in the light of the survey report. **[Action]**

#### 14.4 Appraisal of the Chair of Council

The Chair absented herself for this item and the Deputy Chair sought the views of Council Members and the following points were made:

- The Chair had grown in knowledge of City and its people and of the sector.
- The Chair created and maintained good relationships with both Council members and members of the Executive.
- The Chair encouraged members to be open and had moved Council forward. She was extremely supportive of her Sub-committee Chairs and delegated well by allowing them to take on challenging responsibilities for Council.
- The Chair's time commitment to her role was exemplary.
- The biggest issue for Council this year had been the President appointment process and the Chair had handled this extremely well.
- The Chair had demonstrated skill today in leading the Cass name and Finsbury Square discussions diligently and to conclusion.

*The Chair re-joined the meeting.*

### Part Three – Items for Information

#### 15. Minutes for Note

15.1 Senate, 13<sup>th</sup> May 2020

15.2 SIPCo, 11<sup>th</sup> June 2020

15.3 ARC, 15<sup>th</sup> June 2020 (*circulated following the meeting*)

#### 16. AOB

The Chair noted three farewells as follows:

Janet Legrand had been an exceptional Deputy Chair of Council, Chair of CGNC and Students' Union Trustee. Janet had demonstrated wisdom and thoughtfulness and City's loss was Edinburgh's gain, where she would take up the role of Senior Lay Member on the University Court (equivalent to Chair of Council) on 1<sup>st</sup> August.

Hunada Nouss had been a dedicated member of Council for 9 years. Hunada was an exceptional Chair of ARC which she diligently chaired with charm. Hunada's commitment to City saw her take up the role very recently of Chair of the Historical Sources of Funding Review Group. It was hoped that Hunada would maintain her connections with the Business School.

Tuna Kunt had been an outstanding Students' Union President and it was noted that the Deputy President and Provost had particularly appreciated the imaginative way in which she had worked with him during the Covid-19 crisis.

When it was possible to do so, an event will be arranged for Council and City to say a proper farewell to those who had left Council in the course of 2019/20.. **[Action]**

#### 17. FOI Review

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

#### 18. Date of Next Meeting

Friday 9<sup>th</sup> October 2020, 9am.

### Part Four – Meeting of Independent Members

There was a brief informal discussion among the independent members.

Julia Palca, Chair of Council, July 2020.