# Council Minutes

**Meeting Held on 19th May 2017**

<table>
<thead>
<tr>
<th>Members</th>
<th>Meeting 1 07.10.16</th>
<th>Meeting 2 25.11.17</th>
<th>Meeting 3 03.02.17</th>
<th>Meeting 4 10.03.17</th>
<th>Meeting 5 19.05.17</th>
<th>Meeting 6 14.07.17</th>
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<td>Mr Andy Friend</td>
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<td>Mr Yusuf Ahmad</td>
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<td>Professor David Bolton</td>
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<td>Professor Marianne Lewis</td>
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<td>Ms Liz Rylatt</td>
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**Key:** ✓ In Attendance   A Apologies   P Part Attendance N/M Not a Member  S Sabbatical

<table>
<thead>
<tr>
<th>In Attendance</th>
<th>Reason and Meeting Section</th>
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<tbody>
<tr>
<td>Ms Alison Edridge</td>
<td>Assistant Director (Quality &amp; Academic Development, S&amp;AS)</td>
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<tr>
<td>Mr Kevin Gibbons</td>
<td>Director of Property &amp; Facilities (Director, PAF)</td>
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<tr>
<td>Professor Andrew Jones</td>
<td>Vice-President (Research &amp; Enterprise) (VP (R&amp;E))</td>
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<tr>
<td>Dr William Jordan</td>
<td>College Secretary</td>
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<tr>
<td>Miss Sarah Lawton</td>
<td>Governance Administrator</td>
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<tr>
<td>Ms Susannah Marsden</td>
<td>Director of Student &amp; Academic Services</td>
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<tr>
<td>Ms Olesea Matcovschi</td>
<td>SU President-Elect</td>
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<tr>
<td>Professor Richard Verral</td>
<td>Vice-President (Strategy &amp; Planning) (PVC (S&amp;P))</td>
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## 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 10th March 2017 were approved.

3. **Matters Arising**  
Council noted the table of actions arising from past meetings.

4. **Conflicts of Interest**  
Janet Legrand declared her role as a Trustee of the Students Union, a potential conflict of interest relating to Item 16.4. Yusuf Ahmad noted that he had applied for a temporary role at INTO, a potential conflict of interest relating to Item 9.3.

5. **Items Specially Brought Forward by the Chair**  
The Chair welcomed Olesea Matcovschi, SU President-Elect who would attend the July meeting as President. This would be Yusuf Ahmad’s last meeting as SU President and Council thanked him for all of his hard work during his tenure. He had been an outstanding President who had ensured the student voice was heard effectively at Council.

The Council meeting with Academic Staff had taken place and the Chair noted that it had been hugely informative and enjoyable and there seemed to be a common sense of commitment to City and the V&S2026. The Council meeting with Students had also taken place, with an agreed action arising from the meeting, that Council should regularly discuss graduate issues. Once the dates for this term’s Council meetings with Students and Professional Staff had been finalised they would be circulated to all lay members who were welcome to attend. [Action]

The Chair reminded all members that they would soon be receiving the annual Council Appraisal Questionnaire for completion. [Action]

The University of London Bill would, as a Private Bill, continue its passage despite the forthcoming election. At its meeting in July, Council would be asked to approve a formal resolution to apply for University Title. A letter of HEFCE would then follow as the next step. In due course, there would be a need to apply to the Privy Council for a new Supplemental Charter. [Action]

6. **Council Calendar**  
Council noted the rolling Council Calendar. In discussion the following points were noted:

- The July plenary dinner would serve as an opportunity to review the year and to say farewell to Roger Bright and to Yusuf Ahmad. The Chair hoped that all members would make a special effort to attend.
- It was proposed that a revised Education & Student Strategy would be considered by Council at its meeting on 14th July.

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

- Professor Debra Salmon had been appointed Dean of the School of Health Sciences with effect from 1st July 2017.
- *The Complete University Guide 2018* placed City first in London for student satisfaction for the second consecutive year, 14th in the UK for employability and 42nd in the UK overall.
- *The Guardian University Guide 2018* placed City 32nd in the UK, a decline from last year.
• City had been awarded the Athena SWAN Bronze Award and Council thanked the VP (Strategy & Planning) and all those who worked so hard to get the institution to the stronger position it was now in. Work was underway to support Schools with their individual applications for silver awards.

• City had had 8% more offers accepted for its undergraduate programmes than last year. An update on postgraduate applications would be provided at the July meeting. [Action]

• At the end of April, the Government had confirmed loan support for EU students starting undergraduate and postgraduate courses in 2018/19, which was very welcome.

• Following the announcement of the General Election, City and the Students’ Union had been encouraging student voter registration through a campus-wide campaign.

• The Sir Henry Bessemer blue plaque event had taken place on 16th May and had been attended by many Bessemer family members.

• Teaching Excellence Framework (TEF) Two-Year Outcomes – HEFCE would provide City’s rating and its “statement of findings” to City on 12th June and would release all ratings to the media on 13th June.

• The latest REF 2021 compliancy report showed that 84% of publications (present in the system) within the scope of the HEFCE policy were available in full text in the CRO and therefore eligible for submission to the next REF exercise. This was an increase from 81% in February.

• The restructure of the Research & Enterprise Office had led to 11 new appointments with a further 3 roles to be filled. This demonstrated City’s large investment in research support for academic colleagues.

• National pay negotiations concluded at the end of last month with an offer of 1.7% made on the first 52 points on the spine with some bottom loading for the lower paid.

8 President of the Students’ Union Report

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

• The VP Education would talk at this year’s Learning at City Conference about the importance of students involving themselves in extra- and co-curricular activities, the opportunities City Students’ Union provides and how City staff could become involved in the Union’s Vision 2020.

• The Food Survey Project continued and would be used to provide Sodexo with feedback on their catering provision.

• The Union was conducting a review of the Programme Representative System through a survey of students, Programme Representatives and staff who supported the representatives, and hoped that the findings would be used to improve the system.

• Supported by LEaD, the SU had hosted a successful Learning Enhancements Awards attended by over 100 students and staff.

• Graduate Library Space - the SU had been working with SMCSE, SHS and SASS to inform students of the 55 extra spaces that SMCSE and SASS had found for their students, including space for masters and research students. This provided a welcome interim solution.

• The SU welcomed the news that its block grant had been increased by £200k. This would make a big difference over the coming year and would allow the SU to further develop its activities and would assist with the implementation of its Strategic Plan. Council noted that it too welcomed this increase in funding for the SU.
9. Finance

9.1 Draft Financial Plan 2017/18 – 2021/22 and Outline Budget 2017/18
Council received an early draft of the Financial Plan and Outline Budget to support the discussion of the Sebastian Street Business Case. This item is continued in Section B of the Minutes, Closed Business.

9.2 Revised Investment Policy
Council considered the revised Investment Policy, which had been endorsed by SIPCo at its meeting on 4th May. In discussion the following points were noted:

- The revisions related to the inclusion of a sustainable Investment Policy for Endowment Funds and had been compiled in partnership with City’s new Investment Manager, UBS.
- The CFO noted that the development of this policy had coincided with the receipt of the recent £60M loan and as a consequence, following discussion with UBS, it was agreed that there should be an addendum on counterparty risk to the Investment Policy. The addendum would be considered by SIPCo at its June meeting and presented to Council for approval in July. [Action]
- It might be beneficial for SIPCo to delegate to a sub-committee the responsibility for oversight of City’s investments including any substantial endowment funds. This approach had been adopted in the past and the College Secretary would consider re-establishing such a sub-committee in the light of plans to increase endowments at City substantially. [Action]
- Council agreed that the wording of 7.1, “Endowment funds management” be suitably revised to remove “Council delegates authority to SIPCo” because it was ultimately for Council “on the recommendation of the CFO, to appoint appropriately qualified investment managers”. The wording should amended to reflect the fact that SIPCo scrutinised the process and the issues on behalf of Council but did not have the power of final approval. [Action]

9.3 INTO Update Report
At the March meeting, Council had requested that an update on INTO be given at this meeting. The CFO provided a verbal update and in discussion the following points were noted:

- Progress had stalled last year as confirmation on the Middlesex Street accommodation could not be given. It had recently been confirmed however that the space would be available until 2019.
- Working with joint legal teams, the CFO and Jon Holmes, CFO at INTO had set a target of April for completion of negotiations and although that date had passed things were moving forward with receipt of a Financial Plan yesterday and a conversation due to take place following the Council meeting.
- The CFO felt confident that a resolution would be reached by the end of the Financial Year and noted thanks to Eamon Martin (Centre Director, INTO, City) for his input in the process.
- The CFO would recommend a “final deal” with INTO for Council approval, at a future meeting. [Action]

9.4 Sebastian Street Business Case
Council considered the Business Case for the integration of the City Law School in support of the School’s Strategy, and the development of both Sebastian Street and the City Innovation Centre in support of City’s growth plans. SIPCo had considered and endorsed the business case at its meeting on 4th May.
10  **Cass Campaign Update**
Council received an update report on the work which had taken place since an Informal meeting between the Chair, Dame Lynne Brindley, Dr John Low, Ron Zeghibe, the President, Dean of Cass, Director of DARO and the College Secretary in January. At that meeting the attendees considered the proposal that a fundraising campaign be launched for Cass. In discussion the Dean of Cass gave an overview of the key areas of focus for the Cass Campaign and it was agreed that the initial “Fundraising at City” group meet again to gain a better understanding of progress to-date. [Action]

11. **Staff Survey 2016**
Council received a report on the Staff Survey 2016 which included an overview presentation on the survey, the results summary from the survey provider ORC and the Institution Level Action Plan agreed by the Executive Committee. In discussion the following points were noted:

- There had been a 66% response rate across City (1266 staff) compared with a 34% response rate to the 2013 survey. 38% of those respondents to the 2016 survey were academic and research staff and 62% were professional services staff. A summary of the conclusions from the survey results demonstrated that the response rates had increased significantly across all Schools and Professional Services.
- Employee engagement scores had increased since the previous Survey, but varied considerably between Schools and staff groups. 26 questions showed improvement, but 13 (out of 21) were below the HE benchmark. Change management, performance management and development required further consideration and were the focus for the Action Plan. This would be monitored and reviewed by ExCo.
- It was important to identify areas of good practice within Schools and Professional Services and evaluate what was being done differently compared to other areas of the institution. There was limited value in undertaking surveys if examples of good practice were not identified and shared more widely.
- It would also be important to identify symbols of City’s increased success as an institution such as joining the University of London. These could play an important part in improving, for example, pride in the institution.
- Performance appraisal had emerged as an area of weakness in the Survey, but responses to other questions suggested that many of the fundamentals of performance management, such as feedback to staff on performance, were in place; and there was a direct ‘line of sight’ at City from organisational to individual objectives. Moreover, performance management and performance appraisal posed a challenge in all organisations:
- It would also be important to work within Schools and Professional Services to identify and address the issues raised in the report under the heading of ‘bullying and harassment’ where scores seemed high, albeit they had decreased since the last survey and were slightly below the sector benchmark.
- The language used in asking questions should be scrutinised afresh when the next Survey was to be run as questions had clearly sometimes proved hard to understand. It would also be worth considering as plans were drawn up for the next Survey whether to supplement the Survey through the use of focus groups, as happened in other organisations.
- Overall the results showed a very encouraging level of improvement since the previous Survey, but suggested that there was also much still to do.
• City would run a further pulse survey towards the end of 2017 (including all 6 staff engagement questions and some others) and a biennial full staff survey towards the end of 2018.

12. **Prevent Duty**

Council received an update on progress made in relation to the implementation of City’s Prevent Duty and in discussion the following points were noted:

- A new, highly experienced, Compliance Manager had joined City to take over the role of Prevent Lead on 2nd May in time to be involved in HEFCE’s informal visit which took place on 16th May and, in the view of the VP (R&E) had gone well.
- City had provided HEFCE with a lengthy update on the actions taken to date and those which were underway to ensure that City was compliant with its Prevent Duty, e.g., all Schools and Professional Service areas now each had a designated Prevent Representative.
- City now awaited HEFCE’s follow-up letter and it was anticipated that the letter would indicate HEFCE’s satisfaction with City’s progress. The VP (R&E) would share the contents of the letter with Council following its receipt. [Action]

_Susannah Marsden and Alison Edridge joined the meeting at this point._

13. **Improving the Effectiveness of Senate**

13.1 **Progress Update**

Council received a report about on-going progress in work to improve the effectiveness of Senate. The Progress Update had been noted by Senate at its meeting on 17th May. In discussion the following points were noted:

- The College Secretary continued to take forward the recommendations in close partnership with the Director and Assistant Director of Student & Academic Services, along with input from the Senior Elected Senator, Rachel Cohen on behalf of the elected Senators.
- The introduction of a pre-Senate lunch for elected Senators had been a welcome initiative that had increased the willingness of elected Senators to engage in discussions at Senate.
- It might prove difficult for a Senate with 38 members to manage business effectively, however effective the proposed current work plan. This issue would need to be revisited when the proposed current programme of work had been implemented. The present work followed a steer given by CGNC that work should initially focus on achieving the best results possible with the current arrangements for the composition of Senate.
- A further report would be presented to the July meeting of Senate.

13.2 **Annual Assurance Report to Council on Academic Quality and Standards: Proposed Approach for 2017 (covering the 2016/17 Academic Year)**

Council considered proposals for the structure of the annual report about academic quality and standards it was required in December to certify to HEFCE that it had received together with the draft text of one completed section of the proposed report. In discussion the following points were noted:

- At its Away Day in February, endorsed by CGNC, Council agreed to ask the Executive to use the template for the report which was included in guidance published by the CUC.
- The paper, prepared by Student & Academic Services, now set out more detailed proposals for the structure of the report together with proposed text for the section of the report which dealt with Periodic Reviews. As noted in the
• The proposed structure would move the annual report to Council away from simply listing the issues Senate had considered at over the past year. The proposals reflected a wider streamlining of reporting requirements to Council for quality and standards enhancement work at City and set the report in the context of the revised Education and Students Strategy.
• Appendix 2 provided a mapping of the proposed template with the areas in the CUC illustrative practice note, to demonstrate how the areas would be covered. The overall aim was to align the external assurance requirements with City’s own needs, and avoid duplication and separate strands of reporting.
• The proposed overall length of the report, at around 15-20 pages, seemed to offer Council the prospect of receiving a succinct report, but one which still offered enough detail to understand City’s work in this complex area over the previous year.
• It would be helpful for the report in general to draw attention to anything that stood out in the year’s work as exceptionally good or to anything that stood out as a key issue for consideration in the following year.
• The proposed overall structure for the report offered less clarity than the CUC template had done. It would in particular be helpful to clarify which elements of the report for Council would offer evidence about City’s processes and student outcomes that had been validated externally and which elements set out internal processes at City. [Action]
• The draft section of the completed section of the report, on Periodic Reviews, had been found quite difficult to follow, by some lay members of Council; and it would be helpful to see the draft of a further section at the next meeting. [Action]
• The table entitled “Framework for Quality, Standards and Enhancement”, which was included in the Deputy President’s Away Day presentation in February had been found helpful by lay members of Council on that occasion; and should be re-circulated to members for reference when considering further iterations of this report. [Action]
• Council Members, including those who had not been able to attend the current discussion, were invited to send any further feedback to the Director (S&AS) [Action]

Susannah Marsden and Alison Edridge left the meeting at this point.

14. Improving the Effectiveness of Council
Council received the update on the implementation of the recommendations from the Minerva review of the effectiveness of Council and its Committees, with the exception of Senate as this was covered under Item 13.1. Council was content with progress to date.

15. Appointment of New Chair of Council
Council received a verbal update on the appointment of the new Chair of Council from the Chair of CGNC. In discussion it was noted that the Appointment Panel, working with Russell Reynolds, had identified a number of good potential candidates, both male and female, but had not as yet shortlisted. When the shortlist had been agreed, the Chair of CGNC would approach Chairs and other lay members to seek their involvement in the appointment process. The Appointment Panel would be seeking Council’s approval of the appointment of a new Chair at the July meeting. [Action]
16. Governance Matters

16.1 Council and Committee Memberships
Council approved the reappointment of Ms Mary Luckiram and Ms Hunada Nouss from 1st August 2017 to 31st July 2020.

16.2 Honorary Award Nominations
Council considered three proposals for Honorary Awards. This item is continued in Section B of the Minutes, Closed Business.

16.3 Ordinance D2: Appointment of Council Members
Council considered, as recommended by CGNC, a revision to the Equality and Inclusion Statement in Ordinance D2 to reflect Council’s commitment to monitor equality and inclusion in its committees, to include Senate, following discussion of possible ways forward at both Senate and AGC. It was proposed to report to CGNC on an ongoing basis on progress towards achieving two objectives, that at least 30% of Senators should be female and that 30% of ex-officio Senators should be female.

Decision
Council approved the addition to Ordinance D.2.

16.4 Ordinance J2: Relationship between City and its Students’ Union
Council considered, as recommended by CGNC, revisions to the Ordinance J.2 Financial Memorandum between City, University of London and its Students’ Union to reflect the change in the Union’s Constitution to Articles of Association to permit the Union to become a Company Limited by Guarantee in August 2017. The revised Ordinance was now incorporated a Code of Practice for the implementation of the provisions relating to Students Unions of the Education Act 1994, as required by the Act.

Decision
Council approved the revisions to Ordinance J2.

16.5 Ordinance D8: School Links Scheme
Council noted a review of the School Link Scheme. The review proposed that: the Ordinance should be reframed to focus on the value of the scheme to all parties and to allow up to two School links per School, Service or Strategic Theme; that CGNC should continue to monitor the effectiveness of the School Link scheme; and there should be an additional section in the Council member appraisal questionnaire to seek views of members on arrangements. In discussion it was noted that the Chair of Council would discuss School Links during his Council member appraisal discussions, following which the College Secretary would develop detailed proposals for further consideration. [Action]

Decision
Council approved the revisions to Ordinance D.8 School Link Scheme.

16.6 Strategy, Implementation and Performance Committee
Council received an overview of the work of SIPCo over the past year and a verbal update from Adrian Haxby from the SIPCo meeting of 4th May 2017. In discussion the following points were noted:
- SIPCo had scrutinised, prior to Council meetings, both successive drafts of the V&S26 and drafts of the supporting strategies.
- SIPCo’s Terms of Reference had been revised to reflect the development of the new V&S26 and the proposed role of the committee in tracking
implementation and SIPCo would meet with Deans and other strategy "owners" supporting the V&S26 to discuss implementation and performance issues, to provide assurance to Council on a regular basis.

- The first such meeting had taken place with the Dean of the City Law School at SIPCo on 4th May and had been extremely informative. The Law presentation would be used as the template for all future School's reports.
- The Chair of SIPCo had requested that where possible lay Council members who were involved in the School Links Scheme, should attend the meeting when the School to which they were linked, was due to present.

**Part Three – Items for Information**

17. **Register of Collaborative Provision 2016/17**
   Council noted the register.

18. **Council and its Committees’ Meeting Dates 2017/18**
   Council noted the future meeting dates.

19. **Minutes for Note**

   19.1 Audit and Risk Committee, 6th March 2017
   19.2 Senate, 8th March and 15th March 2017

20. **City, University of London Events**
   Council noted the upcoming events.

21. **FOI Review**
   Council agreed that Item 9.1 should be “closed”.

22. **Date of Next Meeting**
   Plenary dinner on 13th July
   Council Meeting on Friday 14th July 2017.

**Part Four – Short Meeting of Independent Members**

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

Rob Woodward
Chair of Council
May 2017