COUNCIL MINUTES
MEETING HELD ON 6th JULY 2018

Members

<table>
<thead>
<tr>
<th>Officers</th>
<th>Meeting 1 06.10.17</th>
<th>Meeting 2 17.11.17</th>
<th>Meeting 3 09.02.18</th>
<th>Meeting 4 16.03.18</th>
<th>Meeting 5 18.05.18</th>
<th>Meeting 6 06.07.18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Rob Woodward</td>
<td>✓</td>
<td>✓</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
</tr>
<tr>
<td>Ms Julia Palca (Chair)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Professor Sir Paul Curran (President)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independent Members</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sir Brendan Barber</td>
<td>✓</td>
<td>✓</td>
<td>A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Dame Lynne Brindley</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>A</td>
<td>✓</td>
</tr>
<tr>
<td>Mr Andy Friend</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>A</td>
<td>✓</td>
</tr>
<tr>
<td>Professor Iain Gray</td>
<td>✓</td>
<td>✓</td>
<td>A</td>
<td>✓</td>
<td>✓</td>
<td>A</td>
</tr>
<tr>
<td>Dr Paula Franklin</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>✓</td>
</tr>
<tr>
<td>Mr Adrian Haxby</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Philippa Hird</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Professor Chris Jenks</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Janet Legrand</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sir John Low</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Hunada Nouss</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Jacky Wright</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Mr Ron Zeghibe</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff and Student Members</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Marianne Lewis</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Mary Luckiram</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Olesea Matcovschi</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/M</td>
</tr>
<tr>
<td>Professor Stanton Newman</td>
<td>✓</td>
<td>✓</td>
<td>A</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
</tr>
<tr>
<td>Ms Kristina Perelygina</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>N/M</td>
<td>✓</td>
</tr>
<tr>
<td>Ms Liz Rylatt</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Professor Debra Salmon</td>
<td>N/M</td>
<td>N/M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

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)
Mr Kevin Gibbons Director of Property and Facilities for Item 13
Professor Andrew Jones Vice-President (Research & Enterprise) (VP (R&E))
Dr William Jordan College Secretary
Ms Sarah Lawton Governance Administrator
Ms Olesea Matcovschi Attending in support of the new SU President
Ms Rebecca Sudworth Director of Strategy & Planning for Item 9.1

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 18th May 2018 were approved.
3. **Matters Arising**
Council noted the table of actions arising from past meetings.

**Matter Arising 3: USS and Industrial Action**
The work of the Joint Expert Panel continued: at the next series of meetings the Panel would hear from the Trustee and its advisers. The Panel would also consider evidence provided through its call for submissions. The HR Director noted that the USS Trustee would implement rule 76 in the absence of an acceptable alternative way forward; and would begin a 60 day member consultation in September. Further industrial action was possible.

**Matter Arising 4: Research Students Who Teach**
The HR Director noted that discussion continued with the UCU and the Students Union on developing new contractual arrangements for Research Students Who Teach. Progress had been made in modifying IT platforms to enable Tier 4 students to be employed and their hours of work monitored on the same basis as other Research Students Who Teach. It was hoped that new arrangements could be introduced from the start of the next academic year.

4. **Conflicts of Interest**
There were no conflicts of interest declared.

5. **Items Specially Brought Forward by the Chair**
The Chair welcomed Kristina Perelygina, incoming SU President and Dr Paula Franklin, independent member of Council, to their first meeting as Council members.

Since the last meeting, the Chair, along with the President and College Secretary, had met with a group of Professional Services staff. Issues discussed included career development for Professional Services staff; the desirability of greater contact between Schools at City for staff doing the same jobs; and the perception that academics were more focussed on education and research than enterprise and commercialisation.

It has not proved possible, logistically, to arrange a meeting for the Chair, President and College Secretary with students this term. But the Chair would meet with the new Student Union Officers on 11th September.

A meeting of the fundraising group had taken place in June and had noted that good progress was being made on the Cass campaign. The group would meet again in October.

The Governance Team had circulated the 2018/19 Senate dates to independent members and the Chair encouraged all independent members to attend one meeting of senate each year if possible.

Graduation would take place from 16th to 18th July and Council members were encouraged to attend.

The Chair noted that the new OfS Accounts Direction required institutions to publish details of non-taxable benefits for their Heads of Institution; and that clarification of what that meant in practice was being sought through City’s external auditors.

6. **Council Calendar**
Council noted the calendar. Any suggestions for topics to be covered at the November Plenary Dinner or the February Away Day should be sent to the Chair. [Action]
7. **President’s Report**

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

- Four City academics had recognised in the Queen’s Birthday Honours - Prof Jennifer Temkin (CLS), Prof Ken Grattan (SMCSE), Prof Tong Sun (SMCSE), and Prof Jane Marshall (SHS), the first time in City’s history that four colleagues had been recognised in an Honours list.
- Prof Zoe Radnor had been appointed as City’s next Vice-President (Strategy & Planning) and joins City from her role as Dean of the Business School at the University of Leicester.
- City’s UKVI Tier 2 (staff) and Tier 4 (students) visa processes would be audited later in July.
- Trade Unions had been consulting their members on the JNCHES pay offer of 2%; UCU and Unite had rejected the offer and UCU would now ballot members on industrial action. The Unison outcome would be known at the end of July.
- City of London Academy Islington (COLAI), which City co-sponsors, had had an Ofsted inspection in May which confirmed that COLAI continues on its rapid path of improvement.
- The annual Sustainability Awards, presented in June, served as a reminder of why City is rated “the greenest university in London” (People & Planet).
- In the recent *Financial Times* second annual rankings of MBAs in Finance, the Cass MBA was ranked 22nd globally, fifth in Europe and third in the UK.
- In the Law School, the approved, remodelled LLB degree was now being marketed to potential 2018/19 students.
- The recent Athena SWAN award to the School of Health Sciences was a recognition of the strong commitment to gender equality within the School. Many of the aims of Athena SWAN were reflected in the School’s Strategic Plan.
- SMCSE had showcased an exhibition of examples of design excellence at Clerkenwell Design Week.
- The final five-yearly HEFCE Assurance Review had taken place in June and City had received the highest rating of assurance, with no recommendations.
- The Government had announced that EU students starting courses in England in the 2019/20 academic year would continue to be eligible for home fee status.
- City’s work to develop Knowledge Transfer Partnerships was warmly welcomed by independent members of Council.

8. **Students’ Union Report**

The Students’ Union (SU) President highlighted items from her report which provided an update on the implementation of the Student Union’s Vision 2020. The new SU President set out the priorities of the incoming team of student sabbatical officers:

- Developing a stronger community particularly for international and postgraduate students.
- Making the SU more accessible and addressing high levels of stress, particularly during exam period.
- Developing a stronger SU through the increased use of student media and a stronger presence at Bunhill Row and Grays Inn.

Part Three – Major Items for Discussion or Decision

9.1 **Risk Register Biannual Review**

Council reviewed the Institutional Risk Register which had been considered by the Audit and Risk Committee (ARC) in June and in discussion the following points were noted:

- The Risk Register had been reviewed in light of V&S26 and provided Council
with an assessment of City’s overall risks referencing the recently revised School Risk Registers.

- Following ET’s full review of the risks earlier in the year, Risk Owners had reviewed the 19 risks in the light of recent NSS results and the publication of the *Times Good University Guide*.
- Overall, City’s Risk Register now reflected a sophisticated and thoughtful view of, and approach to, risk which aligned well with the priorities in the V&S26. It also resonated well with a paper considered by the Audit & Risk Committee from City’s auditors, which surveyed the treatment of risk across the sector.
- The Table of School Risk Registers at the end of the report provided a sense of how risks were seen within each School. For example, Risk 19, relating to Health and Safety, was regarded by the Executive as a “red” risk but was not considered “red” by any of City’s Schools.
- The presentation of School risks by the Dean of SASS at the June meeting of ARC had been very impressive and provided assurance that the SASS Risk Register was a living and breathing document in the School.

9.2 Health & Safety Mid-year Report
Council received the Health & Safety Mid-year Report and in discussion the following points were noted:

- The report had been reviewed by Audit and Risk Committee (ARC) at its meeting in June and summarised City’s Health & Safety performance during the academic year against the Health & Safety Plan 2017/18.
- The report described areas for improvement and achievements in Health & Safety at City and complemented the regular reports considered by the Health & Safety Committee, Joint Health & Safety Consultative Committee and local Health & Safety Committees.
- Considerable progress had been made in terms of governance, safety systems, and procedure development and publication.
- SMCSE’s Health & Safety management had received particular attention over the past two years. The President had recently led a SMCSE Lab walkabout with other members of the Executive and it had been evident that Health & Safety within the School was certainly moving in the right direction. But the Health & Safety Committee felt justified in keeping the risk rating at “red” as further improvement was still required.
- Recent Health & Safety issues addressed at City had included issues raised by staff relating to the temporary moves of academic staff in Law and PhD students in SASS consequent on the refurbishment of the CIC building.
- The Health & Safety Office had faced staff retention issues owing to very good external offers being made to individual members of staff. Recruitment and retention in this area was a challenge for all institutions.
- The stabbing recorded in the report related to an incident that had taken place immediately outside City’s premises and had not involved any member of City. The incident had been recorded as City staff had offered assistance to the victim of the stabbing.
- The annual Health & Safety Report would be presented to Council at its November meeting. [Action]

10.1 Draft Five Year Financial Plan (incorporating the Draft Budget 18/19)
Council reviewed the draft Five Year Financial Plan which incorporated the Draft Budget for 2018/19. In discussion the following points were noted:

- The current plan showed a surplus for 2018/19 of £7.4M. When the FRS102 pension movements are removed, the surplus is £6.0M, 2.5% of income. This was a reduction of £1.1M compared to the estimate for 2018/19 in last year’s plan.
- A series of detailed planning meetings had taken place with each School to review and revise student number forecasts. Revised forecasts remained
anchored in School Strategic Plans, but had been adjusted to take into account current performance and market conditions. Despite those adjustments, the School plans remained true to the strategy of quality constrained growth.

- The key changes to the Financial Plan derived from changes to the assumption relating to undergraduate fee growth, updated student number forecasts and changed investment plans. The Investment Plan retained the assumptions previously agreed, as part of the estates strategy, about the development of Bunhill Row, pending the review of options.
- The CFO noted that the sensitivity analysis for the 2018/19 Budget gave an indication of the impact of changes to the plan assumptions. There were significant uncertainties as to the outcome of the Government’s Review of Post 18 Education and Funding, the impact of Brexit, and likely increases in USS employer contributions that would all put pressure on the Financial Plan.
- The CFO noted that cost reductions would be a key focus for the Finance Team in the autumn.
- Provision would not be made in the Plan for income from fundraising unless and until it became clear what sums City could realistically hope to raise over the five year period.
- The CFO would meet with the SU President at a future date to brief her about the balance sheet provisions for USS liabilities that were recorded on page 10 of the report. [Action]

**Decisions**

Council approved the Five Year Financial Plan for 2018/19 to 2022/23 and approved the Draft Budget 2018/19.

### 10.2 Office for Students (OfS) Annual Accountability Return

Council noted the paper which provided the commentary to support the OfS Annual Accountability Return for 2018. The figures that will be submitted to the OfS were derived from the updated Five-year Financial Plan (previous item). The CFO noted that if any changes were made prior to submission they would be communicated to Council via the Governance Team.

**Decision**

Council approved the OfS Annual Accountability Return for submission by 17th September 2018.

### 10.3 Financial Performance Report Quarter Ended 30th April 2018 (Q3, P9)

Council noted the report on City’s financial performance for the third quarter of 2017/18. The report compared actual records on SAP at the end of period 9 to the profiled Revised Forecast. Apart from the pension-related figures which will remain unknown until year-end, the CFO was not anticipating any significant variances, although there would always be some uncertainty about the levels of expenditure during the final months of the year.

It was noted that a donation of circa £1.2M had been left to City in a will and, at the request of the Chair, the College Secretary would follow up to ensure that the donation had been appropriately recognised. [Action]

### 11. Income Analysis and Enterprise at City

Council received a report on Income Analysis and Enterprise at City from the CFO and VP, Research & Enterprise. In discussion the following points were noted:

- Income from educational activities accounted for almost 80% of City’s income, a figure that was relatively low by comparison with post-92 universities, but relatively high for pre-92 universities and was the result of historical decisions taken by Council: to focus on (deregulated) higher fee paying postgraduate taught and later, international students; and to sell City’s Halls of Residence.
There was considerable diversification within City's educational income, in terms of level (undergraduate/postgraduate), nationality (~160 countries) and subject (five Schools). While government could always regulate or otherwise adversely affect any aspect of City's business, it was not anticipated that any such changes would impact on each component of City's income from education sources. For example, the current national debate focussed on the level of UK undergraduate fees, which provided just one fifth of City's income.

Surplus at City currently arose from the provision of undergraduate and postgraduate taught courses; and growth was planned in both activities through the V&S26. The V&S26 also committed City to increasing income from other sources. But research bids now often required City to 'match fund' resources provided by external funding bodies and this impacted the contribution that research activity could make to central budgets at City.

The VP (R&E) noted that City had a unified "Research & Enterprise Strategy", and that the success of both elements was entwined: enterprise converted 'research outputs' into 'impact' through knowledge exchange with the users of research (society, government, policy-makers and others). But only a sub-set of enterprise activities could generate surplus income. The aim of developing Knowledge Transfer Partnerships, for example, was not to generate surplus, but to impact City's performance in the REF and promote the public good.

City's overall ambition in the V&S26 was to substantially increase activity against comparator universities, achieve the global and sectoral positional goals set out in the V&S26 and enhance City's reputation.

City received a grant of circa £2.3M p.a. based on the annual Higher Education Business and Community Interaction Survey (HEBCIS) and delivery to a 5 year Knowledge Exchange (KE) strategy. 32 universities received over £2M in HEIF, with Russell Group universities getting the most (£3.2-£4.4M). Research England planned to increase HEIF next year from £210M to £250M. This funding was used for academic and student enterprise activities, and support infrastructure (Professional Services staff salaries). Given its size and disciplinary mix City was a strong performer in the sector and its longer term ambition was to move to the next band of circa £4M though this might require a further increase in disciplinary diversity.

For the medium term the most likely source of generating significant additional income for City from enterprise activities lay in the programme of spin-out companies. This programme was now being revived after some years when there had been little action. 3 or 4 companies were now ready to be spun out and other possibilities were in the pipeline.

External investors were generally to be found for City spin-outs, but clearly external investment in spin-out companies diluted City's share in their ownership and the potential return to City.

One way in which income might be generated would be to take advantage of City's physical location (near Tech City and the design businesses of Shoreditch), its inter-disciplinary activity and the Cass business incubator facility, and become a facilitator with local partners, of potentially commercial enterprises that might attract government funding. This warranted further consideration; and the VP (R&E) would discuss this idea further with Mr Ron Zeghibe before the next meeting of Council. [Action]

Another possibility worth exploring might be to develop a wider range of consultancy services based on City's expertise in computer science. The VP (R&E) noted that City had set up an Interdisciplinary Centre on Computer Science which involved all Schools and was focussing on artificial intelligence; and that the Journalism Department in SASS was currently undertaking contract research for Google on data-scraping technologies.

It would be unwise to count on any bankable out-turns in the near future from the renewed vigor with which this work was being addressed in V&S 2026.
Moreover, City’s work on enterprise would need to remain aligned with its main objectives as a charitable institution. But the approaches described in the presentation and discussed at today’s meeting of Council might yield worthwhile dividends in the long term.

_The Director of Strategy and Planning joined the meeting for the following item._

**12. KPI/PI Biannual Report**

Council noted the biannual KPI/PI report and in discussion the following points were noted:

- The report provided an update on progress at institutional and School level against the four Academic Output KPIs and the fifteen supporting PIs which underpinned the _Vision and Strategy 2026_. There had been some slippage in performance against two of the four academic output KPIs; and activity to address the shortfall in performance had been discussed at Council. An update on those KPIs would be available later in the year.

- PI 4: PhD completion rates – data had been collected and analysed to establish several baseline data points for this PI. The figures of 48% and 50% indicated the need for more focus on PhD completions and several initiatives were now in place to better support students and improve completion rates. The data had only been recently analysed and so the institutional and School targets had not yet been revised. (The current targets showed a 2016/17 figure of 60% rising to 100% in 2020/21.

_The Director of Strategy and Planning left the meeting._

**13. Short-term Lease at 4 Grays Inn Place – Proposal**

Council noted that full withdrawal of City Law School operations from buildings 4 Grays Inn Place, Atkin and Princeton to consolidate at Northampton Square was approved by Council in 2016. City owned the long leasehold to Princeton and the Atkin tenancy extends some time into the future, but the lease at 4 Grays Inn Place was due to expire in September 2018.

The Director of Property and Facilities noted that City did not require a new long-term lease and since 2016 discussions had taken place with the Inn for City to enter into an unprotected short-term reversionary lease terminating in December 2020, providing sufficient time to complete and occupy Sebastian Street development.

**Decision**

Council noted the terms and approved the lease and associated legal agreements which would extinguish the existing lease including all dilapidation liability and Protected Tenant rights.

**14. 125th Anniversary of City’s Establishment**

Council noted a paper which outlined the preliminary proposals for marking City’s 125th anniversary in 2019 and in discussion the following points were noted:

- 2019 would mark the 125th anniversary of City’s establishment as the Northampton Institute and represent an opportunity to mark City’s development over the years. The anniversary would provide an invaluable opportunity to raise City’s profile, further develop a sense of pride in City and to engage with City’s various stakeholders.

- ExCo had endorsed an initial set of proposals for celebrating the anniversary in January and established a Working Group, Chaired by the CFO, to progress the plans and engage the City community in their development.

- Council welcomed the proposals and the work underway.
15. Governance Matters

15.1 Honorary Award Nominations
Council approved four proposals for Honorary Awards. A fifth proposal for an Honorary Award would be considered further by the Executive and by CGNC.

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

15.2 Final Report on Minerva Recommendations
Members noted the report on implementation of the Minerva recommendations following the independent review of the effectiveness of Council. The paper had been considered by CGNC at its June meeting and it was agreed that this should be the final report on this matter, although Council would continue to strive to improve its effectiveness where possible.

A further report to CGNC and Council on improving the effectiveness of Senate would be prepared once an internal audit of Senate effectiveness (to be carried out over the summer) had been completed. [Action]

15.3 Ordinances
Council considered recommendations from CGNC regarding City’s Ordinances.

Decisions
(i) Council approved the proposed new Ordinance A8, Role Profile for the Deputy Chair of Council.
(ii) Council approved revisions to Ordinance J3, Honorary Awards.

15.4 Remuneration Committee (RemCo) Composition
Council considered a paper which discussed the case for making changes to the composition of RemCo by including staff and/or student members. In discussion the following points were noted:

- Extensive discussion of the options had taken place at both RemCo and CGNC. Overall, the appetite for change at both committees had been limited.
- If a staff member reporting directly or indirectly to the President were appointed to RemCo, this would raise questions about the independence of this member of the Committee. If a student member were appointed, it was likely that a new student member would need to take office each year, and so the student member would never become expert on remuneration issues.
- The case for student membership was that when RemCo took remuneration decisions, it was agreeing how one part of City's income which was most derived from the fees paid by students, should be allocated. The case for staff membership was that this would help the decisions of RemCo to be ‘felt to be fair’ across the institution.
- Other ways of enabling staff and student views to be considered at RemCo might also be worth consideration, such as a 'right of access' to RemCo such as Trade Unions enjoyed at Royal Mail. This could be a right to attend particular meetings as key issues arose, or on a yearly basis, allowing staff input to the remit of RemCo. This would enable staff and/or students to make sure that RemCo was aware of their perspective on the remuneration agenda at City.
- Other Universities were experimenting with staff and/or student membership; and it would be worth learning from their experience in handling these issues before taking a decision on the way forward at City.
- It was agreed that Council would return to the question in a year’s time and reflect on the options again in the light of experience gained in the meantime through the trials underway at other HEIs. This would also enable Council to factor into its deliberations the impact at City and elsewhere of new sectoral requirements on transparency. [Action]
15.5 **University of London**
The College Secretary gave a brief verbal update noting that the University of London Bill was still making its way through Parliament. When the Bill was passed, City would be able to activate its request to amend the Charter and Statutes and apply again for University Title.

15.6 **CGNC Annual Report**
Council noted the report from the Chair of CGNC which covered CGNC’s regular activities in relation to making recommendations to Council for the award of Honorary Degrees at City; the appointment and re-appointment of members of Council and its Committees; and on revisions to Ordinances at City.

15.7 **Council Members’ Appraisal Returns**
The Chair reported that all members had participated in the annual appraisal of Council and thanked them for their engagement in the process. Overall members were in agreement that Council was performing well.

It was agreed that:
- Council should at some point revisit the V&S26 2018/19 to confirm that it remained fit for purpose.
- SIPCo would benefit from more representation from Independent Members.
- The School Links Scheme did not work consistently well across Schools at City.
- The 2019 Away Day should be more strategic than the Away Day in 2018. The Chair would welcome comments and suggestions about the agenda for the 2019 Away Day from Council members outside of the meeting. [Action]
- CGNC would review the detailed comments to see if there were improvements that should be proposed. [Action]

The Chair absented herself for the following item.

15.8 **Appraisal of the Chair of Council**
The Deputy Chair of Council had circulated the agreed appraisal questions to all members of Council prior the meeting. She reported on the feedback she had received and led a further discussion at the meeting. In discussion the following points were made:
- The Chair had been in post since 1st February and had made a very good start in the role, building strong relationships with independent members of Council, meeting with staff and students and attending a full range of Council Committee meetings.
- The Chair commanded the respect of members, and had brought a new perspective to bear on Council business, for example through the discussions mental health and staff and student wellbeing at Council.
- The Chair was thoughtful in her interventions and mindful of what she didn’t yet know about Higher Education but was learning fast.
- From the SU perspective, the Chair was willing to listen, engage and be supportive and this had been hugely appreciated by the SU President and her Team.

During her feedback meeting on the appraisal process the Deputy Chair ask the Chair whether there was more that Council members could do to support her in the new role.

The Chair returned to the room and resumed chairing the meeting.
Part Four – Information

16. Minutes for Note
16.1 Senate, 16th May 2018
16.2 Remuneration Committee, 7th June 2018
16.3 SIPCo, 14th June 2018
16.4 Audit & Risk Committee, 18th June 2018

17. Strategic Estates Projects Update
Council noted the update.

18. OfS Regulatory Advice 9: Accounts Direction
Council noted the OfS guidance.

19. CUC Remuneration Code
Council noted the code.

20. Council and its Committees’ Meeting Dates
Council members noted the future meeting dates.

21. FOI Review
Council agreed that no changes were required.

22. Date of Next Meeting
Friday 5th October 2018 (Chairs’ dinner Thursday 4th October)

Part Five – Meeting of Independent Members

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

Julia Palca
Chair of Council, July 2018