COUNCIL MINUTES
MEETING HELD ON 14TH JULY 2017

Members

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<th>Officers</th>
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<tr>
<td>Mr Rob Woodward</td>
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<td>Mr Roger Bright</td>
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<td>Professor Sir Paul Curran (President)</td>
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<th>Independent Members</th>
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<tr>
<td>Sir Brendan Barber</td>
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<td>Dame Lynne Brindley</td>
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<td>Mr Andy Friend</td>
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<td>Professor Iain Gray</td>
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<td>Mr Adrian Haxby</td>
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<td>Ms Philippa Hird</td>
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<td>Professor Chris Jenks</td>
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<td>Ms Janet Legrand</td>
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<td>Sir John Low</td>
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<td>Ms Hunada Nouss</td>
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<td>Ms Jacky Wright</td>
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<td>Mr Ron Zeghibe</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 Mary Luckiram</td>
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<td>Ms Olesia Matcovschi</td>
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<td>Professor Stanton Newman</td>
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<td>Ms Liz Rylatt</td>
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<th>Staff &amp; Student Members</th>
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| Key: ✓ In Attendance  A Apologies  P Part Attendance N/M Not a Member  S Sabbatical |

In Attendance

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<tr>
<th>In Attendance</th>
<th>Reason and Meeting Section</th>
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<tr>
<td>Ms Alison Edridge</td>
<td>Assistant Director (Quality &amp; Academic Development, S&amp;AS)</td>
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<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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<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 Claire Priestley</td>
<td>Director of Information Technology (DIT)</td>
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<tr>
<td>Professor Richard Verrall</td>
<td>Vice-President (Strategy &amp; Planning) (VP (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 19th May 2017 were approved.

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

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

5. **Items Specially Brought Forward by the Chair**
The Chair welcomed Olesea Matcovschi, to her first Council meeting as SU President.

   Roger Bright’s term of office as a member would come to an end on 31st July and the Chair thanked Roger for 9 years of exemplary service on Council, and for the last 6 years as Deputy Chair of Council and Chair of CGNC.

   Professor David Bolton’s term of office as a member would also come to an end on 31st July and the Chair thanked him for his service and noted that David would continue to be in attendance at all future Council meetings in his role as Deputy President & Provost.

   The Chair and Council congratulated John Low on his recent knighthood, awarded for charitable services.

   The Chair noted the email he had circulated to all lay members informing them of the key change to the School Link Scheme which meant that all Schools would have two link members by way of sharing out responsibility and ensuring that the benefits of the scheme were realised. The College Secretary would re-circulate the “Review of the Council School Link Scheme” paper (May 2017 Council meeting papers).

   The Chair’s meeting with Professional Staff had been very positive, with staff expressing a real warmth for working at City; contentment with the way in which staff could progress at City; a desire to explore mechanisms for developing a greater sense of community at City; and recognition of the Executive’s efforts to reach out to all staff in developing V&S26. There was also a general sense that joining the University of London was already producing benefits. One issue identified for discussion at a future meeting of Council and its Committees was equality and diversity in the student population. This would be considered in the first instance by RemCo at its next meeting. [Action]

   The Chair’s meeting with students (in this case the outgoing and incoming Sabbatical Officers) had taken place and again had been a very positive and informative session. The key areas for continuing progress were, leadership training for students; strengthening the Student Representatives Scheme; the Food Campaign; and attracting more high profile external speakers.

   The Director of Property and Facilities was invited to give a verbal update on Sebastian Street. [This is continued in Section B of the Minutes, Closed Business].

   The CFO was invited to give an update on INTO and reported that there discussions about one clause in the Deed of Variation were still in train but should soon be concluded. Council noted this and agreed the two debt waivers as outlined in the tabled paper. Council agreed to authorise the President, CFO and VP(I) to finalise the agreement on the terms previously outlined at meetings of Council and SIPCo. [Action]
6. **Council Calendar**

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

- The Chair had intentionally left the calendar for 2017/18 relatively clear to enable the incoming Chair to tailor it over the next few months.
- The Chair would welcome suggestions for topics to be covered at the November plenary dinner. **[Action]**

7. **President’s Report**

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

- The response of City staff and students to the aftermath of the Grenfell Tower Fire had made the President very proud and Council also wished to note its recognition for City’s response. Five City initiatives had been offered to and considered by the London Emergency Response (not all were accepted) and many members of staff had been quick to volunteer to assist residents displaced from other tower blocks after Camden issued an urgent appeal.
- Following the fire, the Executive had asked owners of student residential accommodation, with whom we have nominations agreements, for a report on any cladding used. Subsequently, on 29th June, HEFCE had asked City to report on any cladding used on residential and academic accommodation above a certain height, with a deadline of 5th July. The Deputy President noted that he had received a verbal update from Pure City indicating that while some cladding was present on the building there were no major issues, but was awaiting for written confirmation before issuing a formal statement about all of City’s buildings.
- The TEF results, along with the metrics and submissions of all HE providers, had been made public at the end of June and, as anticipated, City received a Silver rating, in line with our metrics.
- The first Undergraduate Open Days took place in June and were particularly successful with over 1,265 potential applicants attending, an increase of 49% on last year’s equivalent Open Day.
- Professor Theo Farrell had confirmed his resignation to assume the role of Dean at the University of Wollongong in Australia and recruitment of his successor was underway.
- Many congratulations to City’s sector-leading professional mentoring scheme, which won the Alumni Engagement Award at the THE Leadership and Management Awards ceremony.
- The Sir Henry Bessemer event in May had commemorated the unveiling of the “Blue Plaque” for Sir Henry by the Mayor of Islington, Counsellor Una O’Halloran and many members of the Bessemer family, from around the world, had been in attendance. From 1833, Sir Henry had lived at 15 Northampton Square, on the site where City’s main entrance is located. The exhibition, which was still open, focused on Sir Henry's life and his invention of the Bessemer Process which enabled the mass-production of steel and, in turn, the industrial revolution. Council Members were encouraged to view the plaque and exhibition following the meeting.
- The 2017/18 National Pay Negotiations were ongoing and it was anticipated that the formal responses from the Trade Unions were likely to be known at the end of July.
• The annual Financial Times Masters in Finance International Rankings placed the Cass MSc in Finance 4th in the UK and 20th in the world. Cass had moved up six positions globally, despite more Schools being ranked this year.

• Over the past few months the City Law School had been engaged in recruitment for academic posts and was pleased to announce that it has filled all five with early career academics of outstanding ability. This mirrors a similar experience for the School of Arts & Social Sciences.

• The School of Health Sciences had performed very well in the recent Guardian University Guide 2018. Nursing and Midwifery moved up 30 places to 17th out of 69 and 2nd in London. Health Professions moved up 7 places to second overall and first in London.

• In October the School of Mathematics, Computer Science & Engineering would see its first intake on the seven new undergraduate Engineering degrees. The degrees share a common first year.

• The third and final phase of the Tait Level 1 Student Amenity Project had been delivered on time and to budget. It increased facilities in the area with a new catering outlet with an external courtyard (and adjoining staff common room); new social study, meeting and rest areas; SU offices, reception and shop; new faith centre including prayer rooms, Chaplaincy office and multi-faith rooms. The project had connected the main Level 1 campus circulation to the Goswell Road entrance created in 2016 and CityBar created in 2015.

• Property & Facilities had reviewed City’s security cover for building evacuation and to provide reassurance to staff and students.

• The President continued to work with the Centre for London in order to better define what London Universities need to do in relation to leaving the EU.

• Council noted the update on UG and PG applications and PhD student numbers.

8. President of the Students’ Union Report

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

• The new SU President was also the Chair of Lancaster Estate residents association, which included Grenfell tower and was involved in consultation on the terms of reference for the formal review

• The SU President thanked her predecessor Yusuf Ahmed and the members of his team who had recently left office for their contribution and outstanding service to the Students Union over the past year.

• The Food Survey had been completed, Sodexo would consider the report and respond and then the SU would circulate the information more widely.

• The Union has been working with Student & Academic Services and the Graduate School on issues related to research students who teach, and following discussion at Senate actions were being taken to improve monitoring of the implementation of City’s policy

• Following the closure of the Graduate Library, The Union had been working with SMCSE, SHS and SASS to inform students of the 55 extra study spaces that SMCSE and SASS have found for their Master’s and Research students (the Union expressed its thanks for co-operation and good will from SHS).

• The Union had produced report on RAG impact, highlighting that more than 50 events had been held raising over £11k for charity.
9. Progression

Council received a paper and a presentation from the Deputy President & Provost on Student Progression. In discussion the following points were noted:

- Improving student progression rates was one of City’s 4 academic KPIs in V&S26. Progression was also a measure in most UK university league tables and was one of the 6 core metrics used in the Teaching Excellence Framework. Improving student progression rates was now an absolute priority for City, given the progress being made on other dimensions of performance.
- Improving student progression would increase fee income for City; and the return on investment from improving progress was potentially significant.
- Academic staff should be incentivised to see progression as a priority; and should work on the basis that all students recruited at City were expected to complete the courses of study they had undertaken and to graduate. There were cultural issues in some Schools which Deans were addressing.
- The analysis that was available of the root causes of failure to progress was set out in the paper and accompanying presentation. No clear picture had emerged from the exit interviews that were conducted as a matter of course with students failing to progress. Further analysis of data might be possible in future years, particularly once the work programme on Modernising Administration for Students had been delivered.
- The only group that had emerged so far as statistically less likely to progress than others was that of ‘HEFCE-defined high risk’ students, i.e., “students with less than 100 tariff points, or those with BTECs”. Students with BTEC qualifications would attract additional support in SMCSE (where half of such high-risk students were located) and in Cass.
- A further clear result from analysis carried out to date was around half 'failure to progress' occurred in the first few weeks after students enrolled in the Autumn Term. This suggested that early identification of, and support for, students at risk of non-progression would be critical to improving outcomes.
- One central initiative being driven forward for 2017/18 to improve progression rates was to ensure and enhance personal tutoring for all first year students, particularly in the first term. This was being supplemented by local programmes of work to address progression in each School.
- The Student Union’s push to establish an Academic Society for all subject areas should also have a positive impact on progression by increasing the sense of community at City.
- School Plans, all of which addressed progression as an issue, were now being discussed in turn by SIPCo. Senate too had considered the topic twice to date and would no doubt consider it further in 2017/18.
- A more granular plan for addressing progression could helpfully be presented to Council in the Autumn, together with a report on the impact of work being done in 2017/18 to identify ‘high risk’ students early in their time at City and to offer them more support.
- The Chair noted that progression was a complex issue and was clearly a critical area for City and was now firmly on the Council agenda. It should be discussed further at the November meeting of Council. [Action]
10 IT Update
Council received an IT update presentation from the Director of IT. In discussion the following points were noted:

- The IT Strategy 2012-2018 had been developed as an enabler for the delivery of City's academic KPIs of research, student experience, progression and employability. This included the delivery of an improved student experience through varying mechanisms such as the work on Modernising Administration for Students (MAfS).
- The EU General Data Protection Regulation (GDPR), which was intended to strengthen and unify data protection for all individuals within the EU and also to address the export of personal data outside the EU would apply in the UK from 25th May 2018 (the government had confirmed that the UK's decision to leave the EU would not affect its commencement).
- IT had already done much to facilitate City’s compliance with GDPR and there were several further steps to be taken, one of which was to invite the Information Commissioner’s Office (ICO) (in good time before the deadline for compliance) to give City assurance. There was also an extensive staff awareness programme planned.
- Information and cyber security was also an important focus for IT. Cyber-attacks were inevitable but the response to such attacks was not and the IT team regularly undertook penetration testing and strived to be at the forefront of best practice with regard to IT security.
- The Chair suggested that it would be useful to see (at a future meeting) how City was using IT to improve the student experience; and that it might be useful for ARC to build on its previous consideration of IT security issues and to consider IT issues and risks again in the round in 2017/18. **[Action]**

11 Education and Student Strategy
Council considered the Education and Student Strategy which now reflected the new V&S26 and which had received a very positive response from Senate at its meeting on 12th July. It was noted that the strategy provided a good open framework which allowed for each School to use it in a bespoke way.

**Decision**
Council approved the Education and Student Strategy.

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

12 Finance

12.1 Budget 2017/18 and Draft Financial Plan 2017/18- 2021/22
Council considered the Budget 2017/18 and Draft Financial Plan 2017/18 – 2021/22 and in discussion the following points were noted

- Changes to the draft Financial Plan reflected a range of budget adjustments including more up-to-date student numbers for 2016/17. This now included an allowance for pay inflation of 1.7%. Around half of City’s staff would also receive 3% annual pay increments based on length of service. However, some staff (i.e., those not eligible for increments) would receive annual pay increases that were below the forecast rate of inflation over the planning period.
- The Financial Plan had been reviewed and endorsed by SIPCo at its June meeting and the content of the report was substantially the same with one exception. The FRS102 pension movements had now been estimated based
on the parameters recently provided by BUFDG and the change to the assumption resulted in an improvement to surpluses over the plan period.

- The Financial Plan fed through into the HEFCE Annual Accountability Return 2017, which would be considered for approval at Item 12.2.
- Throughout the planning period, the surpluses and cash balances were at levels that comfortably meet City’s agreed lending covenants.
- Council welcomed the clarity of the report and commended the detailed “dashboards” provided for each School and the CFO noted that the 6 monthly reports would include these pages moving forward. [Action]

**Decision**
Council **approved** the Budget for 2017/18.

12.2 HEFCE Accountability Return
Council considered the return and the draft commentary to support the HEFCE Financial Plan for 2017. The financial details were derived from the updated Five-Year Financial Plan as considered at Item 12.1.

**Decision**
Council **approved** the HEFCE Accountability Return.

13. Risk Review and New Risk Register
Council reviewed the outcome of the biannual review of the Risk Register. The Register had been reviewed in light of V&S26 and operational considerations at institutional level and provided Council with an assessment of City’s overall risks. In discussion the following points were noted:

- The new Risk Register was focussed on V&S26 and covered City’s main operational risks. The new register contained 19 risks (which covered the six key areas) compared to the 23 reported to Council in November 2017. The new register had been developed by asking the Executive Team members what kept them awake at night as a means of getting to the core concerns and risks. ET members were also asked individually to consider what risks they thought should be added, removed or reworded and why. The addition of risk owner statements helped to summarise the status of each risk and to demonstrate risk appetite.
- The Chair of ARC noted that ARC had considered the paper at its meeting in June and the general consensus had been that it demonstrated a good articulation of risk and that meaningful conversations had taken place with the risk owners to reach this position. The real challenge moving forward would be to ensure that the Risk Register “lived” within the organisation and was used as a tool to mitigate risk more broadly.
- Risk 8, “that Brexit adversely affects EU staff retention and recruitment” remained a red risk even though strong control actions were in place at City, largely because the risk originated with possible government actions and was not in the control of City. It would be kept under regular review.
- Risk 19, regarding Health & Safety, remained a red risk even though it was generally agreed that this area was moving in the right direction.

Council considered a paper setting out a revised approach to the development of an assurance report to Council on Academic Quality and Standards for the 2016/17 academic year. Following feedback from Council at its May meeting, the proposals had since been developed to ensure the report would show more clearly where external validation played a role in City’s work on academic quality and standards and where internal peer review processes were employed. The paper also included a further draft section of the report for review and revised text of the section covering Periodic Reviews. The proposed headings and format for reporting on 2016/17 now and showed how these mapped onto the recommendations made by the CUC in its illustrative practice note. Finally, the Short Guide to Quality Assurance and Standards was also included. In discussion the following points were noted:

- Council agreed that the draft examples were very helpful and the way they linked back to the CUC guidelines served as a useful “map”.
- Council **agreed to endorse** the approach to the Academic Quality and Standards end-of-year report to enable it to provide its assurance statement to HEFCE by 1st December 2017, covering the 2016/17 academic year.

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

15. **Governance Matters**

15.1 **Proposal to apply for University Title**

CGNC had agreed at its meeting in May, to recommend to Council that City puts forward an application for University Title once the Private Bill setting out the proposed amendments to the University of London Act had concluded its passage through Parliament, which had resumed following the General Election.

Council noted the letter to be sent to HEFCE seeking approval for this course of action and noted that once Council had formally agreed to apply for University Title, an issue for decision, at a later date, would be to agree how far City would wish to revert to the titles previously used for its senior officers. It was also noted that City’s branding would remain the same.

**Decision**

Council **agreed** that, subject to the passing of the University of London Bill 2017 and it receiving Royal Assent, City should seek the legal status of University, and that the necessary application for University Title should be submitted to HEFCE as the first step in this process."

15.2 **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. The overall ratings were identical to last year’s, which was very satisfactory. The overall rating by Council members of their individual performance sat modestly between “acceptable” and “really well” at 3.6 out of 5; and in terms of Council’s performance it sat between “very well” and “exceptionally well” at 4.2.

The overall perception was that Council was implementing the recommendations from the external review of its effectiveness.

CGNC would review the detailed comments to see if there were improvements that should be proposed. **[Action]**
15.3 **Appraisal of the Chair of Council**

The Deputy Chair suggested that rather than work through the list of questions provided, members could look at the appraisal report from the minutes of July 2016 and consider if it still applied or if anything had changed. The Deputy Chair would provide feedback to the Chair following the meeting.

Council members were overwhelmingly positive in their comments and felt that the Chair continued to give very effective leadership to both the Executive and Lay Members. The Chair was approachable and accessible, maintained a good understanding of current sector issues, was extremely generous with his time and worked very well with the Executive. Members felt that the Chair had successfully reached out to, and engaged with, staff, students and the wider community and continued to do so.

There was agreement that the Chair’s already acknowledged strengths and performance had, if anything, been even more powerful over this last year of his tenure. Several lay members expressed the view that the Chair had helped their own development by encouraging them to extend and deepen their individual contribution.

From the SU perspective, the Chair had provided much “behind the scenes” support and it had been hugely appreciated by the SU President over the past year and his Team.

There was unanimous appreciation of Rob’s personal warmth and inclusive style and agreement that he would be much missed when he steps down at the end of January 2018.

The Pro-Chancellor, Mr Rob Woodward, re-joined the meeting at this point.

15.4 **Council Member Appointment**

Following the recommendation of the Chair of Council Appointment Panel, CGNC had agreed to recommend Julia Palca to Council as a new Council Member as Deputy Chair and as Chair Elect.

**Decisions**

Council unanimously approved the appointment of Julia Palca as a lay member of Council and Deputy Chair of Council from 1st August 2017 to 31st January 2018.

Council unanimously approved the appointment of Julia Palca as the Chair Elect of Council from 1st February 2018, for an initial period of three years.

The Chair would liaise with the College Secretary on a suitable induction process for Julia, in the first instance, the Chair would open his diary to Julia to any City related appointments. **[Action]**

The Chair and Council thanked Roger Bright and all members of the Appointment Panel for their commitment to managing the process to its successful outcome.
16. **Investment Policy Addendum Regarding the Management of Private Placement Funds**
   Council **approved** the addendum.

17. **Creation of an English Department**
   Council **approved** the creation of an English Department in the School of Arts and Social Sciences.

18. **HEFCE Letter: Prevent Duty Monitoring**
   Council **noted** the letter confirming that City now demonstrated due regard to the Prevent duty, subject to City’s implementation of its training plan and student engagement activity. Council congratulated Professor Andrew Jones and his team for moving City forward with its duty in this area.

19. **Health and Safety Interim Report**
   Council **noted** the report.

20. **Strategic Estates Projects Progress Report**
   Council **received** the report.

   Council **noted** the update.

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

23. **Minutes for Note**
   23.1 Corporate Governance and Nominations Committee, 9th May 2017
   23.2 *Remuneration Committee, 8th June 2017, these would be considered in October*
   23.3 Strategy, Implementation and Performance Committee, 15th June 2017
   23.4 Audit and Risk Committee, 19th June 2017

24. **FOI Review**
   Council **agreed** that no changes were required.

25. **Date of Next Meeting**
   Friday 5th October 2017.

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

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

Rob Woodward  
Chair of Council  
July 2017