

A.4 CHAIR OF COUNCIL

The main responsibilities of the Chair of Council are:

- i. To lead Council members so as to meet the collective responsibilities of Council and fulfil their role as charity trustees.
- ii. To lead Council so that it fulfils its obligation to ensure that City is run in accordance with the decisions of Council, the Institution's Charter, Statutes & Ordinances and relevant legislation.
- iii. To ensure that Council conducts itself in accordance with accepted standards of behaviour in public life.
- iv. To ensure that the Council determines the nature and extent of the significant risks that the institution is willing to embrace in implementing its strategy and ensures that Council members can operate effective oversight.
- iv. To encourage all Council members to work together effectively as a team, contributing their skills and expertise as appropriate and ensure that there is satisfactory challenge to major proposals.
- v. To foster relationships founded on mutual respect and open communication between independent Council members and the Executive. Ensure that independent Council members do not become involved in the day to day executive management of City.
- vi. To ensure the performance of the Council as a whole is reviewed regularly and the learning points implemented.
- vii. To approve the Council agenda. This should be focused on Council's primary responsibilities. He/she liaises with the College Secretary and the President on the drafting of supporting papers to ensure a timely flow of high quality information.
- viii. To ensure that the business is covered efficiently and effectively in Council meetings. Liaise with the College Secretary on the planning and chairing of these meetings.
- ix. To approve the unconfirmed Council minutes prior to their presentation to Council for approval and ensure that Council decisions are acted on.
- x. To exercise powers delegated to the President by Council.
- xi. To act as an ambassador for City – working closely with the President and supporting them in this capacity.
- xii. To represent the Council at functions, meetings and in the press and broadcasting media, in line with City's agreed media strategy.
- xiii. To undertake such ceremonial duties as may be required e.g. presiding at degree ceremonies.
- xiv. To represent City as a member of the Committee of University Chairs (CUC) and at relevant meetings of the Office for Students (OfS) and Universities UK.

The relationship between the President and the Chair of Council is vitally important. The Ordinances also note that that the Chair of Council should provide leadership and support to the President; and that both should ensure that the relationship is constructive but challenging, recognising the proper separation of governance and executive leadership and management and the checks and balances imposed by the different roles each has within City's Charter and Statutes.

The Chair must also be able to develop a constructive relationship based on mutual respect with all member of City's Executive Team. The Chair's relationship with the College Secretary, who reports to the Chair, will also be critical to success in this role.

The Chair of Council appraises the performance of the President and the College Secretary and makes recommendations to the Remuneration Committee on their pay, terms and conditions and reward; the Chair of Council appraises all Council members annually. The Chair is appraised by Council and the Deputy Chair of Council provides feedback to the Chair of Council from Council.

The Chair of Council acts as Rector in the absence of the Rector or in the event of a vacancy in that post.

The Chair of Council is an ex-officio member of all committees of Council except Audit & Risk Committee and Senate.