



**COUNCIL**  
**Thursday 30 November 2017**  
**DRAFT UNCONFIRMED MINUTES**

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**Present:**

Lord Clement-Jones (Chair)	Kath Barrow	Professor Colin Bailey
Dr Véronique Bouchet	Monica Chadha (Vice-Chair)	Sarah Cowls
Celia Gough	Stella Hall	Dr Darryn Mitussis
Bushra Nasir	Dr Mangala Patel	Luke Savage
David Willis	Professor Wen Wang	Yasir Yeahia

**In attendance:**

Rakin Choudhury	Laura Gibbs	Joanne Jones
Dr Nadine Lewycky	Sian Marshall	Jonathan Morgan
Mike Sheppard		

**Apologies:**

Professor Richard Ashcroft	Professor Bill Spence	Professor Steve Thornton
John Yard		

**Welcome and apologies**

2017.023 The Chair **welcomed** Professor Wen Wang, elected academic staff member from the Faculty of Science and Engineering, who joined Council on 30 September.

**Minutes: 19 October 2017 (Paper QM2017/15)**

2017.024 Council **confirmed** the confidential and non-confidential minutes of the meeting held on 19 October 2017.

**Matters Arising (Paper QM2017/16)**

2017.025 Council **noted** the matters arising from the meeting held on 19 October 2017 and **approved** the amendment to the Scheme of Delegation of Financial Authority.

**Chair's Opening Remarks (Oral Report)**

2017.026 The Chair **said** that:

[a] Guest Night had been a success and the Events Team was to be commended for it. A survey would be circulated to Council members to gather their feedback.

- [b] The Chair had attended the HEFCE Annual Meeting and the Committee of University Chairs Autumn Plenary. Both events focused on changes to the regulatory framework for higher education and the introduction of the Office for Students (OfS).

### **President and Principal's Report (QM2017/17)**

2017.027 Council **received** the President and Principal's Report. The President and Principal **said** that:

- [a] The consultation on the new regulatory framework for higher education had prompted concerns within the sector about the potential erosion of institutional autonomy. Sir Michael Barber, the incoming chair of the OfS, had highlighted that vice-chancellors' pay and freedom of speech would be key issues, and that the OfS would have recourse to institutions if these matters were not addressed. QMUL would be contributing to the consultation through the Russell Group and Universities UK (UUK).
- [b] The Autumn Budget contained significant cuts to capital allocations for both the Department for Business, Energy & Industrial Strategy (BEIS) and the Department for Education, which was a concern for the sector.
- [c] The Industrial Strategy white paper was launched on Monday 27 November and provided an opportunity for universities, including QMUL, to influence and shape policy in a range of areas.
- [d] Dean Curtis, Chief Strategy Officer, was leaving QMUL after 17 years' service to the university. Council recorded its thanks to Dean for his contribution to QMUL.
- [e] The University and College Union (UCU) would be balloting staff on taking industrial action in response to the proposals from UUK for reform of the USS pension scheme. In the event of any industrial action, QMSE would put in place contingency plans to minimise the impact on students.
- [f] *Minute 2017.027[f] is confidential.*
- [g] Future changes to the weighting of TEF metrics would place greater emphasis on QMUL's performance in student continuation, employability and student outcomes. Institutions with more than two of the core metrics below benchmark in the next exercise would automatically receive a bronze rating, which could not be improved upon through the narrative submission.
- [h] *Minute 2017.027[h] is confidential.*
- [i] There was scope for QMUL to make greater use of data analytics to provide more targeted support for students. Students living at home were one group for which it was felt additional support could be provided. There was some excellent practice across QMUL in supporting students, but there was a need to ensure a more consistent and coherent approach across schools, institutes and Professional Services.

### **President's report [QMSU], including QMSU Impact Report for 2016–17 (QM2017/18)**

2017.028 Council **received** the QMSU President's Report, which had been circulated by email on 27 November 2017.

2017.029 The President **said** that:

[a] The QMSU Strategic Plan had been developed and, subject to approval from the QMSU Board of Trustees, would be launched in January 2018.

[b] QMSU was working with QMUL on the development of the 2018–21 Joint Sports Strategy.

[c] QMSU had raised concerns about the lack of transparency in the process for allocating the Annual Fund and was working with the Chief Operating Officer to address these issues.

[d] The refurbishment of the Hive would be completed by February 2018 and would help to address a number of issues around space for communal learning, commuter students and Friday prayers. Council **commended** QMUL and QMSU for working together to address these issues that had previously been discussed by Council.

[e] A campaign had been launched to address the issue of homelessness in the local area and to encourage students to volunteer with local charities.

### **Presentation on financial matters (Presentation)**

2017.030 *Minute 2017.030 is confidential.*

### **10 year estates capital framework (paper QM2017/19)**

2017.031 Council **received** the 10 year estates capital framework. The following points were noted in discussion:

[a] The paper provided a framework for development of the estate over the next 10 years to inform QMUL's financial strategy. The framework was intended to be flexible, allowing any new projects to be considered in the context of existing priorities and requirements.

[b] Funding for the capital programme is prioritised each year, with highest priority given to compliance issues. All compliance issues that have been identified are being addressed within the plan. The student experience was another category in the prioritisation process, but there was insufficient funding and capacity to progress all projects under this heading, including the Library refurbishment and extension.

[c] *Minute 2017.031[c] is confidential.*

### **Current financial position (period 2) (paper QM2017/20)**

2017.032 Council **received** a paper on QMUL's financial position as of the end of Period 2 and **noted** that the report included the original budget assumptions for tuition fee income, given that actual student numbers would not be finalised until after 01

December 2017.

### **Future borrowing requirements (paper QM2017/21)**

2017.033 *Minute 2017.033 is confidential.*

### **Finance and Investment Committee minutes (paper QM2017/22)**

2017.034 Council **received** the minutes of the Finance and Investment Committee meeting held on 13 November 2017.

### **Life Sciences update (Paper QM2017/23)**

2017.035 *Minute 2017.035 is confidential.*

### **Annual stocktake (Paper QM2017/24)**

2017.036 Council **considered** the annual stocktake of progress towards QMUL's strategic aims. The following points were noted in discussion:

[a] The decision had been taken to suspend the practice of deregistering students from modules for non-attendance, which resulted in students receiving a mark of zero and could impact on student retention. Engagement monitoring would continue for compliance purposes and to enable students requiring additional support to be identified.

[b] *Minute 2017.036[b] is confidential.*

[c] *Minute 2017.036[c] is confidential.*

[d] Council **thanked** the President and Principal and other staff for the preparation of an informative report and **agreed** that graphical information about the indicators of progress could be provided in electronic format in future.

*Action: [d] President and Principal*

### **Audited Financial Statements year end 31 July 2017 and the Letter of Representation (Paper QM2017/06)**

2017.037 Council **considered** the Audited Financial Statements for year end 31 July 2017 and the Letter of Representation. The following points were noted in discussion:

[a] The Audit and Risk Committee had sought reassurances from the Chief Operating Officer, the Finance Director, the President and Principal representing QMSE, and the Academic Registrar and Council Secretary that the Representation Letter could be recommended to Council.

[b] Council **approved** the Audited Financial Statements for year end 31 July 2017 and the Letter of Representation, on the recommendation of the Audit and Risk Committee.

### **Audit and Risk Committee Annual Report (Paper QM2017/26)**

2017.038 Council **considered** the Audit and Risk Committee Annual Report for 2016–17 and **approved** the Report for submission to HEFCE.

#### **Academic Assurance Report (Paper QM2017/27)**

2017.039 Council **considered** the Academic Assurance Report from Senate for 2016–17 and **approved** the declarations to be included in the Annual Accountability Return to HEFCE.

#### **Prevent Duty Annual Report (Paper QM2017/28)**

2017.040 Council **noted** the Prevent Duty Annual Report for 2016–17 which had been approved by Audit and Risk Committee at its meeting on 14 November 2017 and **approved** the declarations to be included in the Annual Accountability Return to HEFCE, on the recommendation of the Audit and Risk Committee.

#### **Annual Assurance Return (Paper QM2017/29)**

2017.041 Council **considered** parts 1 and 3 of the Annual Assurance Return and **approved** the Return for submission to HEFCE.

#### **Financial commentary (Paper QM2017/30)**

2017.042 Council **considered** the financial commentary to the Financial Statements and **approved** for submission to HEFCE the reconciliation to the Forecast submitted in July 2017 as part of the Annual Accountability Return.

#### **Audit and Risk Committee report (Paper QM2017/31)**

2017.043 Council **received** the report of the Audit and Risk Committee meeting held on 14 November 2017.

#### **Remuneration Committee Report (Paper QM2017/32)**

2017.044 Council **received** the report of the Remuneration Committee meetings held on 16 May and 19 October 2017. The Committee had reviewed its terms of reference and operating arrangements in light of best practice and in response to increased media, government and public scrutiny of senior staff pay in higher education. It had also decided to publish a greater range of information about its activities. Both initiatives were aimed at ensuring the Committee conducted its business effectively and with increasing transparency.

#### **Governance Committee report (Paper QM2017/33)**

2017.045 Council **considered** the Governance Committee report and **approved**:

- i. the nomination of Peter Thompson as a new member of Council;
- ii. the revised terms of reference for the Governance Committee;
- iii. the revised membership of the Remuneration Committee, including the appointment of Monica Chadha as Chair and Dr Mangala Patel as the

elected academic staff member.

**Senate report (Paper QM2017/34)**

2017.046 Council **received** the report of the meeting of Senate held on 12 October 2017.

**\*Agenda for the next meeting (Paper QM2017/35)**

2017.047 Council **noted** the agenda for the next meeting and **agreed** to add items on the Teaching Excellence Framework and the East London Genes and Health study

*Action: Council Secretariat*

**Any other business**

2017.048 Council **noted** that the next meeting of Council would be held as part of the annual conference, which would be held in central London on Thursday 12 and Friday 13 April 2018.

**Dates of Meetings 2017–18**

- Thursday 12 April / Friday 13 April 2018 – Conference including Council meeting
- Thursday 31 May 2018, 1600 hours, Colette Bowe Room
- Thursday 12 July 2018, 1600 hours, Colette Bowe Room