

COUNCIL
Thursday 10 October 2019

CONFIRMED MINUTES

Present:

Lord Clement-Jones (Chair)	Talhah Atcha	Kath Barrow
Professor Colin Bailey	Professor Alison Blunt	Dr Véronique Bouchet
Monica Chadha	Sarah Cowls	Celia Gough
Professor Colin Grant	Stella Hall	Dr Philippa Lloyd
	[to minute 2019.008]	[to minute 2019.012]
Dr Darryn Mitussis	Bushra Nasir	Professor Mangala Patel
Luke Savage	Peter Thompson	
	[to minute 2019.018]	

In attendance:

Shamima Akter	Megan Annetts	Joanne Jones
[for minute 2019.008 only]		
Dr Nadine Lewycky	Professor Stephanie Marshall	Dr Tony Michael
	[to minute 2019.013]	[for minute 2019.013 only]
Jonathan Morgan	Dr Catherine Murray	Professor Richard Pickersgill
	[for minutes 2019.014–015]	[for minute 2019.013 only]
Dr Daniel Todman	Mike Wojcik	
[for minute 2019.013 only]	[for minute 2019.008 only]	

Apologies:

Ade Adefulu	Isabelle Jenkins	David Willis
Professor Wen Wang		

Welcome and apologies

2019.001 The Chair welcomed everyone to the meeting.

Minutes of the meeting held on 11 July 2019 (Paper QM2019/01)

2019.002 Council **confirmed** the confidential and non-confidential minutes of the meeting held on 11 July 2019 subject to the addition of Celia Gough to the list of those present at the meeting.

Matters Arising (Paper QM2019/02)

2019.003 Council **noted** the matters arising from the meeting held on 11 July 2019.

Chair's update (Oral report)

2019.004 The Chair said that:

Chris Skidmore visit

[a] Queen Mary had been put on the map by hosting a number of visits from government ministers in recent months.

Changes to the Royal Charter

[b] The Privy Council had confirmed that it was satisfied with the proposed changes to the Royal Charter. The draft Supplemental Charter would be circulated to members well ahead of November's meeting when it would be brought for approval by Special Resolution.

President and Principal's Report (QM2019/03)

2019.005 Council **received** the President and Principal's Report. The President and Principal said that:

Pensions

[a] Phase two of the JEP report had been delayed and was expected near the end of the year. It was hoped that the JEP Committee would look at the future affordability and sustainability of the USS pension scheme without being influenced by the industrial dispute.

Senior Personnel

[b] Professor Andrew Livingston from Imperial College London had been appointed as Vice-Principal (Research and Innovation).

[c] Interviews for the Vice-Principal (People, Culture and Inclusion) had been held in the last few days and an offer had been made and accepted.

[d] Council asked management to provide an organogram showing the Senior Executive Team and their responsibilities. This was being prepared for Remuneration Committee on 31 October and would come to Council in November.

Higher Education Policy

[e] Two-year post study work visas for international students were being re-introduced from the following year.

[f] The recommendations from the Augur review were not a government priority at the moment, but there was a clear direction of travel towards reduced fees.

2030 Strategy implementation

[g] *Minute 2019.005[g] is confidential.*

University Enterprise Zone funding success

[h] Queen Mary had been awarded £1.5m of University Enterprise Zone funding from the government which would be used to convert office space into business incubation space within the Barts Life Sciences development area at Whitechapel. Thanks went to Dr Sharon Ellis, Director of Research Services, who led the bid. Chris Skidmore, the Minister for Universities, Science, Research and Innovation had visited the Whitechapel Campus on

10 September.

League tables

- [i] Queen Mary was looking to improve its performance in the national league tables, but it would take several years to achieve a turnaround in key metrics.

- [j] The University had risen 20 places in the THE World University Rankings, from 130th to 110th place, although the aspiration remained to get into the top 100. Improvements to branding and reputation had played a role.

Heads of School leadership programme

- [k] A new leadership programme had been launched for Heads of School and was the first time that many of the individuals in these roles had received leadership training. The initial feedback was positive.

2019/20 Admissions

- [l] The latest figures showed a positive trend in overseas recruitment, but this needed to be considered within the context of significantly increased recruitment of overseas students across the sector. Queen Mary did not compare well to the rest of the Russell Group in terms of retention, and the attrition rate until the end of the year would be monitored.

2019.006 *Minute 2019.006 is confidential.*

QMSU President's report (QM2019/04)

2019.007 Council **received** the QMSU President's report. The following points were noted in the discussion:

- [a] Council asked what the score of 45% on the NUS Green Impact sustainability accreditation scheme meant. QMSU scored 45% more than the average score across all participating Students' Unions and was one of only 20 to receive a rating of 'Excellent'.

- [b] Council asked what QMSU had done differently to secure a higher level of engagement this year at the autumn elections. QMSU had promoted involvement during Welcome Week, highlighting the impact that the course representatives can make.

- [c] Council asked what the University's climate strategy was and how it was being communicated. Climate change was embedded in research and education activities, and carbon reduction was on track. Queen Mary supported the changes made by the UK government to toughen emissions targets. The Senior Executive Team had discussed the University's position on climate change and would engage with the Schools and QMSU to develop a plan.

QMSU Executive Officers' deep dive (Democracy review) (QM2019/05)

2019.008 Council **received** a presentation from the QMSU Executive Officers on the democracy review. The following points were noted:

- [a] The student consultation had concluded and the preliminary results were available. Results showed that the areas where students most wanted to contribute were related to their course and the University. They also wanted to engage with QMSU digitally and the Executive Officers were exploring ways of doing this.
- [b] Focus groups were planned and the proposals would be presented to the next Student Council meeting. Changes to the Articles of Association were needed to allow for an additional two Executive Officers and for the student trustees to be selected by the Student Council, rather than being elected. The changes would be presented at the AGM at the end of October. SET was supportive of the proposals and had agreed to fund the additional Executive Officer posts.
- [c] Council commended the QMSU Executive Officers on the good progress that had been made since the last update in July. Council asked what further plans the QMSU had for increasing integration and representation. Council had already raised the issue of branding in relation to Barts and the London and felt that the use of a separate association name separated those students out from the rest at Queen Mary.
- [d] The QMSU Vice-President (Barts and the London) said that the Barts and the London Students Association (BLSA) was already integrated and was proud to be part of Queen Mary. Changes would be made to the byelaws so that any Queen Mary student would be able to join BLSA groups.
- [e] Council asked whether the Executive Officers were satisfied that their plans would continue to support the new make-up of the student body under the 2030 Strategy, which would significantly increase the number of overseas, transnational and distance learning students. QMSU was developing an enabling plan and 7-year financial plan alongside the democracy review. The democracy review was on target to conclude in January 2020.

Current financial position (QM2019/06)

2019.009 *Minute 2019.009 is confidential.*

Staff survey outcomes (QM2019/07i)

2019.010 *Minute 2019.010 is confidential.*

Equality, diversity and inclusion (QM2019/07ii)

2019.011 Council **received** an update on equality, diversity and inclusion. The Vice-Principal (Policy and Strategic Partnerships) said that:

- [a] There was some very good practice across the institution but it was not applied consistently and needed to be identified and shared. The EDI Steering Group had met to discuss policy development, training, events and impact assessments. Policies, such as flexible working, had been updated, and new policy statements developed. A core programme of EDI training was being piloted with an emphasis on improving leadership and management capability. An approach to embedding inclusion across the

employment lifecycle was being developed. High profile activities, such as Black History Month, which celebrated diverse cultures and backgrounds, would be highlighted.

2019.012 The following points were noted in the discussion:

- [a] Council said that some people had reported feeling excluded by the inclusivity agenda which appeared to be focused solely on BAME. There needed to be a conversation about the meaning of inclusivity and inclusive leadership.
- [b] Council asked how people were being brought on board with the EDI message. There were EDI reps at Faculty and School level, but more work was needed to communicate the message internally. A move towards a more inclusive institution would require a culture change which some people could find challenging.
- [c] The Dignity Disclosure Officer network had taken time to establish but was being prioritised. Volunteers had been recruited and trained. The network was not about reporting whistle-blowing issues, but about providing a safe space for staff to discuss issues.
- [d] Council asked about the University's status on applying for a Race Equality Chartermark. More work was needed before the University was in a position to put in an application.

Deep dive presentation (NSS/Student experience) (QM2019/08)

2019.013 Council **received** a deep dive presentation on the student experience from Professor Stephanie Marshall, Vice-Principal (Education and Student Experience), Professor Tony Michael, Deputy Vice-Principal and Dean for Education (Science and Engineering) and Professor Dan Todman, Head of School (History). The following points were noted in the discussion:

- [a] Council asked the School representatives what support was needed in areas identified for improvement. Support teams for the Directors of Education, and a longer planning cycle, had created additional capacity. Buy-in and clear communication were also important factors for creating a culture where teaching was valued. The Schools highlighted in the presentation were excellent examples of distributed leadership which was not seen to the same extent in Schools that had not performed as well.
- [b] Council asked whether adequate resource was being deployed for teaching and education and whether it was being appropriately distributed across faculties and schools. Queen Mary ranked 15th in the country for its staff to student ratio, which showed that there was sufficient resource, but that it might not be in the right places.
- [c] Schools had a degree of freedom to come up with innovative solutions, but this meant that there was a lack of consistency across the University.
- [d] Council said that research had shown that the biggest influence on outcomes for secondary students was feedback and suggested that

improvements in this area would play a role in improving the retention rate.

Strategy KPIs (QM2019/09)

2019.014 Council **considered** the Strategy KPIs. The following points were noted in the discussion:

- [a] The KPIs had been discussed at Audit and Risk Committee, which had commended the Director of Planning and her team for their work.
- [b] Audit and Risk Committee had felt that the timescale for improving on student progression should be accelerated given that Queen Mary an outlier in the Russell Group on this important measure.
- [c] The improved academic reputation KPI showed the number of votes received in the recent THE academic reputation survey. The goal was to be in the top 100, which would require at least another 100 votes.
- [d] Council asked why some of the KPIs were being benchmarked against budget and some against performance in previous years. Some of the KPIs were new and data had not previously been collected in all areas. Financial indicators were not considered to be appropriate for some KPIs. Short, medium and long term targets had yet to be developed. Council suggested that KPI 5 (alumni engagement) could track the proportion of graduates who join the alumni network, rather than the number of interactions. Education quality and value added for students was being monitored through the NSS and degree attainment at the institutional level, as well as in the enabling plans through a broader set of metrics.
- [e] Council **approved** the KPIs.

Strategic Risk Register update (QM2019/15)

2019.015 Council **reviewed** the revised strategic risk register. The following points were noted:

- [a] The Strategic Risk Register had been updated and Council was provided with a summary document which showed the risks that were currently out of tolerance. The document supported the new Strategy and would be used by the Senior Executive Team to monitor progress.

Council member appointments (QM2019/10)

2019.016 Council **received** an update on recruitment of external Council members. The following points were noted in the discussion:

- [a] The paper outlined the process that had been followed by Governance Committee to recruit two external Council members to succeed Véronique Bouchet and Kath Barrow. Melissa Tatton was currently a co-opted member of Audit and Risk Committee and held an executive post at HMRC. Alix Pryde was stepping down as the Audit Chair at the King's Foundation Trust and was the Director of Technology Central Services at Sky. Both were well suited to the role and demonstrated a commitment to Queen

Mary values. Governance Committee had discussed the appointments at their meeting earlier in the day and recommended them to Council for approval.

Council **approved** the appointments of Melissa Tatton and Alix Pryde as members of Council and members of the Audit and Risk Committee from January 2020.

Audit and Risk Committee report (QM2019/11)

2019.017 Council **noted** the executive summary of the Audit and Risk Committee meeting held on 03 October 2019.

Finance and Investment Committee minutes (QM2019/12)

2019.018 Council **noted** the Finance and Investment Committee minutes from the meeting held on 23 September 2019. The following points were noted in the discussion:

- [a] The Committee had received a periodic update on research income which had improved but not as much as anticipated given that the UK government was putting unprecedented amounts of funding into research.
- [b] The Committee had received the annual update on progress against the carbon management plan and was pleased to note that two-thirds of the reduction had been achieved through targeted initiatives by Queen Mary partly funded by Salix grants. Council asked management if the work on carbon management could be communicated more widely.

Action: [b] Senior Executive Team

Remuneration Committee report (Oral report)

2019.019 *Minute 2019.019 is confidential.*

***Use of the Common Seal (QM2019/13)**

2019.020 Council **noted** the use of the common seal since the last meeting.

Agenda for the next meeting (QM2019/14)

2019.021 Council **noted** the draft agenda for the meeting on 21 November 2019.

Dates of Meetings 2019–20

- Thursday 21 November 2019, 1600 hours, Colette Bowe Room, Mile End.
- Thursday 26 March 2020, 1600 hours, Colette Bowe Room, Mile End.
- Thursday 21 May / Friday 22 May 2020 – Residential conference including Council meeting.
- Thursday 09 July 2020, 1600 hours, Colette Bowe Room, Mile End.

