

(M11/65-M11/135)

Royal Holloway  
University of London

COUNCIL

Minutes of the meeting of the Council held on 13 April 2011

Present:	Mr Andy Alway Mr David Beever Mr Paul Blagbrough Sir Andrew Burns Professor Clare Bradley Mr Jayjit Dave Mr Gurpreet Dehal Professor Mary Fowler Dr Jackie Hunter Mrs Margaret Jack Cllr Hugh Meares	Professor Paul Layzell Mr Andrew Martin Mr Jeremy McIlroy Mr Mark Newlands Miss Rachel Pearson Mr Bob Potts Mr Iain Ross Mr David Spence Dr Emmett Sullivan Mrs Sarah Tyacke Professor Johannes Zanker
Apologies:	Mr Stephen Cooksey Mrs Esther Horwood	Professor Katie Normington
In attendance:	Professor Philip Beesley Mr Stephen Bland Ms Helen Coleman  Professor Rosemary Deem  Mr Simon Higman  Ms Susan Kay Professor Rob Kemp Mr Graeme Robinson Professor Geoff Ward	Dean of Science Director of Facilities Management Director of Communications and External Relations Dean of History and Social Sciences Registrar and Director of Operations Director of Strategic Development Deputy Principal Director of Finance Vice Principal (Planning and Resources)
With:	Ms Katie Kerr  Miss Clare Munton	College Secretary and Head of Governance Governance Assistant
Observers:	Mrs Rachel Knight Professor Duska Rosenberg	Deputy College Secretary UCU observer

## **FORMAL BUSINESS**

### **1 MEMBERSHIP**

The Council noted that there had been no changes to the membership since the last meeting. 11/65

### **2 CONFLICT OF INTEREST**

The Chairman invited members to indicate if they had a conflict of interest with any of the agenda items. None of the members indicated a conflict. 11/66

### **3 MINUTES**

The minutes of the previous meeting, (M11/01-M11/64) held on 26 January 2011, were confirmed subject to the following amendments 11/67

11/20 – Paragraph to read “The Council were informed that a review of the provision of the College’s legal services was planned and that they would receive updates on this later in the year.” 11/68

11/24 – Final sentence to read “Fair access for students from all backgrounds was a compulsory requirement by the Office of Fair Access for all institutions wishing to charge tuition fees above £6,000.” 11/69

### **4 MATTERS ARISING FROM THE MINUTES**

There were no matters arising from the minutes. 11/70

### **5 UNSTARRING OF ITEMS**

No items were unstarred for further discussion. 11/71

## **PART A: MAJOR ITEMS OF BUSINESS**

### **6 PRINCIPAL’S REPORT**

The Council received the Principal’s Report (CL/11/13). 11/72

The College had received its annual HEFCE grant letter in March 2011. There would be cuts in teaching and research grants over the next four years but the College fared marginally better than anticipated and received a lower cut than the sector average. The College benefited from an increased research grant resulting from a policy change in the funding ratio given to research intensive universities because of its high performance in the last RAE. 11/73

Preparations were well underway for the Institutional Audit. The College was visited in March 2011 by the Audit Team for a preliminary 3 day session prior to the full Audit in May. A report on the outcome of the Audit would be presented to Council afterwards. The Principal thanked the Deputy Principal and his team for their hard work in preparing for the Audit.

11/74

The Science Open day on 26 March 2011 was a great success and attracted a record number of visitors. The Principal thanked Professor Philip Beesley, Dean of Science, Emm Barnes, Science Outreach Officer and their team for their hard work

11/75

The Council were informed that the recent UUK lobbying of BIS in relation to student visas looked to have been successful. The Government decision following the Tier 4 review appeared to offer protection on international student recruitment to legitimate UK Higher Education providers.

11/76

The Council were informed that Professor Mary Fowler had been appointed as Dean of Science to succeed Professor Philip Beesley.

11/77

The Council received an update on the student occupation at 11 Bedford Square in February 2011. It was noted that a significant number of the students involved were not from Royal Holloway. The College obtained a possession order on 2 March 2011 and the building was now operating normally. The financial cost to the institution was estimated at between £30,000 and £40,000.

11/78

## **7 STRATEGIC PLANNING**

### **7.1 Manifesto**

The Council received an updated version of the College's Manifesto (CL/11/14) following discussion at Academic Board and consultation across the College. The Manifesto set out plans for the medium term development of the College to ensure it remained academically and financially viable following the changes in higher education funding. It was noted that Appendix 2, an implementation framework, had also been added to the document.

11/79

The Council were asked to consider and approve the broad principles for planning. It was noted that the document would continue to be reviewed and revised in response to the government's developing Higher Education policy.

11/80

Following the consultation exercise, the key changes to the Manifesto were noted as confirmation of the importance of research and its underpinning of the College's brand and reputation, reference to postgraduate research students and the inclusion of performance management and development of staff. The financial outturn 2010-11 and the financial forecasts 2010-16 to HEFCE, to be considered under item 8 of the agenda, had been developed based upon the Manifesto.

11/81

The Council discussed and noted the importance of brand positioning and protection which would be more significant with the introduction of private providers into the market. It was likely that private providers would have a significant impact on the sector and the College needed to ensure that it had a set of future characteristics and mission statements that built up and protected its brand, and that enabled it to attract applicants and to offer students good value for money.

11/82

It was noted that following discussions with the Student Experience Working Group, the management team were considering how best to improve graduate employability to ensure students received a return on their investment. Extra work placement opportunities had been introduced both over the summer vacation and as part of degree courses. Students were also being encouraged to make good use of the volunteering programme.

11/83

Council were asked to note that Table 3: Measures of Academic Sustainability was strongly supported by members of the Academic Board.

11/84

The Council noted the contents of Table 4: Desired Characteristics of the Professional Services, and the importance to the College of efficient and cost effective administrative procedures.

11/85

The Council

11/86

APPROVED

the broad principles for planning as outlined in the Manifesto.

## 7.2 2012-13 Undergraduate Tuition Fee

The Council received a paper on proposals for the Home/EU Undergraduate Fees from 2012-13 (CL/11/15).

11/87

The paper presented the financial and risk appraisal of differing fee levels based upon information from HEFCE and the recent publication of guidance from the Office of Fair Access (OFFA) on the criteria for

11/88

setting fees above £6,000. The College needed to set a fee which would enable it to offset future HEFCE funding reductions as well as meet the government's expectations on access agreements. The four main points considered by the College in setting the Home/EU undergraduate tuition fee were income replacement, cost modelling, brand positioning and regulation through OFFA and HEFCE. The College also needed to ensure that it had enough financial resource to achieve the aims laid out in the Manifesto in order to keep the institution alive. It was likely that student expectations would increase with the increase in tuition fees and the College was committed to meeting these.

The Senior Management Team recommended to the Council that, in order to cover the losses in the HEFCE Teaching Grant and the cost of the additional access routes required by OFFA, the College should set a fee level £9,000 for Home/EU students from 2012-13. Differential pricing of undergraduate degrees was discussed but it was decided that this was difficult to justify as HEFCE funding already recognised the higher cost of certain subjects.

11/89

It was noted that the Royal Holloway Students' Union strongly opposed the government's decision to raise tuition fees. However, the President of the Students' Union also stated that the sabbatical officers looked forward to continuing to work with the Senior Management of the College 'to make the best out of a bad situation'.

11/90

The Council

11/91

AGREED

that the standard full time Home/EU Undergraduate Fee from 2012-13 should be set at £9,000, subject to approval from OFFA. The draft access agreement was to be submitted to OFFA immediately after the Council meeting and an announcement on OFFA approval was expected in July 2011.

It was

11/92

AGREED

that the College would make its conditional fee rate public shortly after the meeting.

## 8 FINANCIAL MATTERS

### 8.1 Financial Outturn 2010-11

The Council received a summary of the estimated Financial Outturn for 2010-11 (CL/11/16). 11/93

It was noted that the forecast was for a surplus of c.£3.9m, 1.9m above budget, largely because of an unused provision for restructuring costs. Council were informed that one off legal and associated costs were higher than anticipated, however, ongoing legal costs were under review and it was expected that the conclusion of the special cases would enable future legal costs to be managed within budget. Staff costs were forecasted to be below budget. Shortfalls in student fee income were lower than expected. The RCS account was expected to be £0.3m above budget. 11/94

### 8.2 Financial forecasts to HEFCE

The Council received details of the Financial Forecast submission to HEFCE (CL/11/19). The forecast presented took into consideration latest information on funding including the new tuition fee arrangements, latest figures on research grant income, HEFCE funding letter 2011-12, latest student number projections and updated expenditure forecasts. Based on this information there was a projected surplus exceeding 3% of income in the later part of the period from 2010-11 to 2015-16, but a deficit in the transitional year 2011-12. 11/95

Council noted that the greatest risk to the projected surplus was failure to achieve student numbers. In 2010-11 the College failed to achieve overseas student numbers resulting in a significant budget shortfall. It was hoped that plans to introduce new foundation programmes would protect and grow international tuition fee income from 2012-13 onwards. 11/96

Ongoing uncertainty surrounding the changes and cuts in government funding for future years and additional consideration of the financial impact of the Manifesto meant that further revisions to the forecast were planned and would be discussed by the Finance Committee in May before being presented to Council at its meeting in June 2011. 11/97

The Council 11/98

APPROVED

the Financial Forecasts to HEFCE.

## 9 ORGANISING FOR SUCCESS

The Council received a paper (CL/11/18) on proposed organisational changes to the management structure of the College. The paper was part of a response to the need to evolve organisational structures to *'ensure governance and management structures enable flexible and responsive decision making'* as stated in the Manifesto. The proposed structural changes were intended to ensure that the College was able to meet the changing priorities in higher education, and in particular to ensure that the College's management team were able to deliver a high quality student experience. It was expected that the changes would ensure more autonomy and faster decision making for academic departments and shorten lines of communication between the senior management team and professional services and departments. 11/99

The main change to the faculty structure was the creation of a Faculty of Management and Economics and the re-organisation of the Arts and HSS faculties into a Faculty of Arts and Social Sciences. The current Vice Principal for Academic Affairs portfolio would be split into two Vice Principal positions – Vice Principal (Staff and Student Experience) and Vice Principal (Teaching and Learning). The deputy dean system was to be replaced by Associate Dean positions. 11/100

The Council 11/101  
APPROVED  
the changes proposed in CL/11/18.

## 10 SWAN

The Council received a paper summarising the proposed future development of the South West Academic Network (SWAN) until 2014(CL/11/19). 11/102

The Council were informed that the HEFCE project funding for SWAN was withdrawn at the beginning of the 2010-11 academic year, and this combined with the changes in leadership at the College and changed priorities after the breakdown of the merger with St Georges had triggered a review of the SWAN alliance. A meeting of the SWAN Board of Management in November 2010 decided to continue with the principle of SWAN for at least a further three years but with additional focus towards research and postgraduate students, the integration of SWAN into Faculty life of the College and on more targeted activity themes. 11/103

	The Council noted the proposed Budget for SWAN 2011-14.	11/104
	The Council	11/105
	APPROVED	
	the revised arrangements for SWAN.	
<b>11</b>	<b>STUDENTS' UNION</b>	
	In December 2010 the Students' Union applied to register as a charity with the Charity Commission. The Charity Commission asked for clarification in a number of areas of the Students' Union constitution which prompted a full review of the Constitution Proper. The updated Constitution took into consideration necessary revisions following the recent appointment of the Board of Trustees.	11/106
	The Council received the revised constitution for the Students' Union, along with a summary of the main changes (CL/11/20). The review had been seconded by the Executive Committee of the Students' Union on 1 March 2011 and approved by the General Meeting on 8 March 2011.	11/107
	The Council proposed that article 6.4.1 and 6.4.2 should be re worded for greater clarification.	11/108
	The Council received reassurance that there were no changes to the reporting structure between the Students' Union and the Finance Committee.	11/109
	The Council	11/110
	APPROVED	
	the revised Students' Union Constitution Proper, subject to the clarification of articles 6.4.1 and 6.4.2.	
<b>12</b>	<b>AMENDMENTS TO THE COLLEGE STATUTES</b>	
	The Council were invited to pass a second special resolution to amend the College Statutes as proposed in CL/11/21 Annex. At its meeting on 26 January 2011, the Council passed the first special resolution, subject to any alterations that the Privy Council may make and the outcome of additional consultations, on amendments to the College Statutes.	11/111

Following the meeting in January a period of consultation had taken place with those potentially affected by the proposed amendments to the Statutes, particularly with reference to the proposed changes to Statute 3 which removed requirements for nominations from external bodies. A summary of the responses was provided in CL/11/21a. Further representation had been received from the Privy Council which indicated that they were unlikely to request any additional amendments. No representations were received from students. Although no representations were received from Alumni, the staff Group requested that the Regulations should be amended to place emphasis on the desirability of appointing alumni to the College Council. Responses had been received from Runnymede Borough Council and Surrey County Council both of which indicated concerns around communication issues between the College and the local community if College Council was no longer required to have nominated representatives from the Borough and County Councils.

11/112

The Council received clarification that the removal of requirements for nominations from external bodies had been proposed to allow greater flexibility in appointments to achieve the correct balance of skills and assist with improving the diversity of the Council. It was fully intended that the College would continue to maintain links and relations with the local area.

11/113

To address concerns surrounding loss of nominated alumni and local council representation on the College Council, the Council received a paper detailing an example of possible Regulations for the Appointment of Lay Members of Council under Statute 3 (b) and this would be developed further. Additional changes to the Regulations would be required if the proposed statute amendments were approved.

11/114

The Council

11/115

AGREED

by Special Resolution that, subject to any alterations that the Privy Council may require, the College Statutes be modified as set out in the Annex.

<b>13</b>	<b>GOVERNANCE</b>	
	The Council	11/116
	APPROVED	
	the revised terms of reference for the Audit and Compliance Committee (CL/11/22).	
	The Council noted that the College was in the process of drafting an Anti Bribery policy.	11/117
<b>14</b>	<b>ANNOUNCEMENTS</b>	
	The Council noted and congratulated Professor Sir Drummond Bone, former Principal, who had been elected as Master of Balliol College, succeeding Dr Andrew Graham in October 2011.	11/118
<b>PART B: ITEMS FOR REPORT AND FORMAL APPROVAL</b>		
<b>*15</b>	<b>REPORT OF DECISIONS TAKEN BY THE CHAIRMAN</b>	
	The Council noted that no decisions had been taken by the Chairman since the last meeting.	11/119
<b>*16</b>	<b>REPORT OF DECISIONS TAKEN BY CIRCULATION</b>	
	The Council noted that no decisions had been taken by circulation since the last meeting.	11/120
<b>*17</b>	<b>ACADEMIC BOARD</b>	
	The Council received the unconfirmed minutes of the meeting of the Academic Board meeting held on 16 March 2011.	11/121
<b>*18</b>	<b>AUDIT &amp; COMPLIANCE COMMITTEE</b>	
	The Council received the unconfirmed minutes of the Audit and Compliance Committee held on 9 March 2011.	11/122
<b>*19</b>	<b>ESTATES COMMITTEE</b>	
	The Council received the unconfirmed minutes of the meeting of the Estates Committee held on 8 March 2011.	11/123
<b>*20</b>	<b>FINANCE COMMITTEE</b>	
	The Council received the unconfirmed minutes of the meeting of the Finance Committee held on 19 January 2011.	11/124

<b>*21</b>	<b>HUMAN RESOURCES AND EQUAL OPPORTUNITIES COMMITTEE</b>	
	The Council noted that no meetings of the Human Resources and Equal Opportunities Committee had taken place since 19 May 2010.	11/125
<b>*22</b>	<b>NOMINATIONS &amp; HONORARY AWARDS COMMITTEE</b>	
	The Council received the unconfirmed minutes of the meeting of the Nominations and Honorary Awards Committee held on 17 February 2011.	11/126
<b>*23</b>	<b>REMUNERATION COMMITTEE</b>	
	The Council received the unconfirmed minutes of the meeting of the Remuneration Committee held on 17 February 2010.	11/127
<b>*24</b>	<b>STRATEGIC POLICY COMMITTEE</b>	
	The Council received the unconfirmed minutes of the meeting of the Strategic Policy Committee held on 18 February 2011.	11/128
<b>*25</b>	<b>COUNCIL EXECUTIVE</b>	
	The Council noted that the meeting of the Council Executive scheduled for 23 February 2011 was cancelled.	11/129
<b>*26</b>	<b>STATUTE 25 PANELS</b>	
	The Council noted the list of current appointments of members of staff on the Statute 25 panels.	11/130
<b>*27</b>	<b>HEFCE GRANT LETTER</b>	
	The Council received a paper for information on the 2011 HEFCE Grant letter.	11/131
<b>*28</b>	<b>THE HILDA MARTINDALE EDUCATIONAL TRUST</b>	
	The Council appointed, with immediate effect, Professor Katie Normington as a Trustee (ex officio on behalf of the Principal) of the Hilda Martindale Educational Trust.	11/132

**\*29 SEALING OF DOCUMENTS**

The Council noted that the following documents have been sealed since the last meeting: 11/133

- The lease for the College Bookshop until 24 December 2011
- JCT Minor Works Contract for the refurbishment of the existing laboratory and the installation of a mezzanine floor in the Wilson Building.

**\*30 DATE OF THE NEXT MEETING**

The Council noted that the date of the next meeting was 29 June 2011 at 5pm in MX034. 11/134

It was noted that this was the last meeting for Mr David Beever, Vice Chair of the Council. Formal thanks were given to Mr Beever for the enormous contribution he had made to the work of the Council and its Committees. 11/135

Clare Munton  
Governance Assistant  
June 2011