

Royal Holloway
University of London

COUNCIL

Minutes of the Meeting of the Council held on 21 June 2007

Present:	Sir Andrew Burns (<i>In the Chair</i>) Mr D Beever Mr P Blagbrough Mr J Brannan Mr R Coveney Professor S R Hill Mrs E Horwood Mrs J Kolkowski Mr J Lerche Cllr H W V Meares	Mr J Morgan Mr J R Potts Mr W F Rooke Professor J Rose Mr I G Ross Ms B Shorter Dr T Stead Mrs G Stuart Mrs S Tyacke
Not Present:	Mr C Hunter	
Apologies:	Cllr Mary Angell Mr R Buswell Professor G Dickson Lord Tunnicliffe Mr P Worth	
With:	Mrs J Ross (<i>Secretary</i>)	
In attendance:	Professor R Kemp Mr D Sweeney Professor A Wathey Professor P Beesley Ms M C Davies Professor A Tickell Mrs C Burns Mr G Robinson	Vice-Principal (Academic Affairs) Vice-Principal (Communications, Enterprise & Research) Senior Vice-Principal Dean of Faculty of Science Dean of Faculty of Arts Dean of Faculty of History & Social Sciences Governance Officer Director of Finance
Observers:	Mr W Adams Mrs M Freeman Professor H Griffiths Mr L Julien Ms S Kay Mrs J McKenzie Mr J Manning Dr E Sullivan Mrs A Uttley Professor G Ward	SU Chair-Elect Observer (on behalf of Unite-Amicus) DAP Assessor Chair, Alumni Advisory Group Head of Strategic Development College Secretary's Office President-Elect, SU Observer (on behalf of UCU) Communications Manager Dean of Arts – Elect

Prior to the meeting, Anne Uttley, Communications Manager and Alison Denyer, Press & PR Manager, made a presentation to the Council on Communications initiatives at Royal Holloway.

1. **MEMBERSHIP**

1.1 The Council noted that this would be the last meeting for the following members: 07/79

- Jacqueline Kolkowski, who would complete her second term of office as a member elected by non-Academic Staff on 30 September 2007;
- Professor Jim Rose, who would complete his second term of office as an Academic Teaching Staff member elected by the Academic Board on 30 September 2007;
- Rob Coveney and Chris Hunter, student members, who would complete their one-year periods of office as President and College Council Representative respectively at the end of July 2007.

The Council congratulated Professor Rose on a number of distinguished awards he had recently received. 07/80

1.2 The Council noted that elections would be underway in due course to fill the vacancies for the elected staff members. 07/81

1.3 The Council welcomed Esther Horwood to her first meeting as one of the nominated former students. Her term of office would run to 31 July 2012. 07/82

1.4 The Council welcomed Councillor Hugh W V Meares, who had succeeded Councillor Geoffrey Woodger as the nominee of Runnymede Borough Council. His term of office would run to 31 July 2012. He had represented Englefield Green as a Councillor since 2000 and was currently Mayor of Runnymede. 07/83

1.5 The Council welcomed the student members for 2007-08, Jonathan (Joff) Manning (President-Elect of the Students' Union) and William (Will) Adams (Students' Union Chair-Elect), who had been invited to attend this meeting as observers. 07/84

1.6 The Council noted that Máire Davies would cease to be Dean of the Faculty of Arts on 31 July 2007. Upon her appointment as Dean in 2003, Ms Davies had originally been an ex officio member of Council. Following changes to the Council's constitution in April 2005, she had then continued to be "in attendance" at meetings as a Dean. Her successor, Professor Geoffrey Ward, had been invited to this meeting as an observer. 07/85

1.7 The Council noted that, as a continuing part of the Degree Awarding Powers assessment process, Professor Haydn Griffiths was present as a silent observer. 07/86

1.8 On the recommendation of the Nominations & Honorary Awards Committee, the Council 07/87

AGREED: to reappoint Ms Barbara Shorter to the Council for a further one-year term of office, from 1 August 2008.

1.9 Conflict of Interest

The Chairman invited members to indicate if they had any conflict of interest with any of the agenda items. In the light of Agenda item 8.1 (Proposed New University of London Statutes), Sarah Tyacke reminded the Council that she was the nominated member for the University of London, although she did not believe this represented a conflict. 07/88

2. **MINUTES**

2.1 The Council confirmed the Minutes of the last meeting, held on 27 March 2007 (M07/42 - M07/75), which had been circulated by e-mail on 26 April 2007. 07/89

2.2 The Council confirmed the Minutes of the Special Meeting, held on 27 March 2007 (M07/76 – M07/78), which had been circulated by e-mail on 26 April 2007. 07/90

3. **MATTERS ARISING FROM THE MINUTES**

3.1 Changes to Financial Regulations, Schedule of Delegation & Committee Terms of Reference (M07/57 & 58)

It was noted that the proposed changes in the light of the Spin-out company policy agreed at the Council's March 2007 meeting would be reviewed by the relevant committees in the autumn and subsequently submitted to the Council for approval. 07/91

3.2 American Foundation for Royal Holloway & Bedford New College Inc (M07/59)

It was noted that this would be reviewed by the Audit & Compliance Committee once the requested report had been completed. 07/92

3.3 Implementation of the HERA Job Evaluation Scheme (M07/71)

In response to concerns expressed at the last meeting, the Council received a paper (CL/07/39) outlining the progress with the implementation of HERA and noted that Royal Holloway was the first Greater London institution to achieve agreement with UCU on the full package. Final ratification was still awaited from Unite-Amicus and GMB, but it was anticipated that implementation would still be achievable on the target date of 1 August 2007. The Council expressed its thanks to everyone involved and its congratulations for the close and harmonious working relationships that had been achieved between management and the Unions. The Unions had appreciated the candour and commitment shown by the management that had done much to build such an effective partnership.

07/93

3.4 Brunel's Runnymede Campus at Cooper's Hill (M07/76 – M07/78)

The Council received a paper (CL/07/40) describing the steps involved in the bid for the Brunel University Runnymede Campus at Cooper's Hill that had taken place since the last meeting. It was noted that, whilst there was great disappointment that the College had been unable to compete with the successful bid, there had been some peripheral but significant benefits such as much improved community relations. Additionally, the need to review the investment portfolio of the Founder's Endowment Fund to allow for investment in property had been identified and agreed. The Council thanked all those involved for the considerable effort that had been put into preparing and negotiating the bid. It was noted that there was to be a meeting with the successful bidders to explore whether there were any practical opportunities for joint working in either the medium or long term.

07/94

4. **UNSTARRING OF ITEMS**

No items were unstarred.

07/95

5. **PRINCIPAL'S REPORT**

5.1 The Council received the Principal's report (CL/07/41) and noted the enthusiasm he and his wife, Siobhan, had encountered on their trip to Jordan. Developing strong links in overseas markets was a labour-intensive exercise and such a promising start would need to be actively managed over the longer term. The Chairman thanked Mrs Hill, on behalf of the Council, for all the effort and hard work she had put into her part of the visit to Jordan.

07/96

The Council also noted the results of the first "Green" League Table. The College was committed to being as "green" as possible and was disappointed that the table had used old data but was confident that, with more up-to-date information next time, the College would achieve a good result.

07/97

- 5.2 In accordance with the Financial Regulations the Principal reported his expenses for the trip to Jordan (CL/07/42 - which was laid on the table), which had been minimal as he had been a guest of the King Abdullah the Second Design and Development Bureau. 07/98

6. FINANCIAL MATTERS

- 6.1 The Council received the current position on the financial outturn for 2006-07 (CL/07/43) and noted that it was, as expected, satisfactory. 07/99
- 6.2 The Council received and considered the proposed revenue and capital budget for 2007-8, in the context of the financial forecasts (CL/07/44), and noted a consolidated surplus of 1.5%. This was within the recommended range and it was inadvisable to be rigid about the level of surplus the College would generate each year as changing times might require changing levels of surplus. The major financial risks, such as HERA and the reliability of overseas fee income, had been properly understood and taken into account. The current major building programme was now substantially complete and capital expenditure for the coming year would be achieved from cash flow but this might change with the new Estate plan. It was noted that there was now an allowance in the budget for a Director of Development and fundraising activity. Investment in energy saving, particularly the removal of the steam heating system, was also noted. The Director of Finance, and his team, were congratulated on the clarity of the papers and the effort put into achieving a robust budgetary position and the Council 07/100

AGREED: the Revenue and Capital Budget for 2007-08.

7. STRATEGIC PLANNING

7.1 MONITORING OF KEY STRATEGIC AREAS

(i) Preparation for Research Assessment Exercise (RAE)

The Council received an update on preparations for the Research Assessment Exercise (CL/07/45) and noted that the third draft was now being scrutinised. All staff had been told whether their work would be submitted. The preparation that remained to be done was largely statistical although one or two departments had slightly more substantive work to complete. 07/101

(ii) Strategic Developments in International Student Recruitment

The Council received a paper outlining the new structure implemented to focus on international recruitment (CL/07/46). Royal Holloway International had been established as a separate entity, incorporating the Language Centre but separate from home recruitment, in order to give clear strategic focus to the development of overseas markets. 07/102

7.2 PREPARATION FOR NEW CORPORATE STRATEGY

(i) Strategic Planning Process

The Council received a paper outlining the plans to review and update the Corporate Strategy for 2008-2013 (CL/07/47). The Council would focus on these plans at its next meeting and more preparation would take place before then. The Council considered that the proposals represented a substantial step forward. 07/103

(ii) Horizon Scanning

The Council received an initial briefing on the market context within which the Corporate Strategy would be developed (CL/07/48) and noted that there were some significant assumptions and risks to be balanced. 07/104

(iii) Estate Strategy

The Council received a timetable and a list of some key assumptions that would inform the development of the next Estate Strategy (CL/07/49). The assumptions were not fixed and the strategy would have to take into account the evolving ten-year local authority development plan as well as being linked to the College's overall Strategy. However, it was agreed that there was some urgency to develop a College Estate Strategy in view of the perceived requirement for extra capacity. The anticipated completion date was January 2008. 07/105

(iv) HR Strategy

The Council received a timetable and plans for the development of a new HR Strategy (CL/07/50). HEFCE required institutions to conduct a self assessment of their people management practices, in the light of the "Rewarding and Developing Staff" funding already received and in anticipation of further funding. The College had therefore taken the opportunity to use this as a precursor to a new HR Strategy, which it anticipated completing by May 2008. The assessment was well underway. 07/106

8. **GOVERNANCE**

8.1 Proposed New University of London Statutes

The Council received details of the proposed new University Statutes for the University of London (CL/07/51), which had been drafted to reflect the changing circumstances of the Federation. It was noted that, whilst many Colleges were obtaining Degree Awarding Powers and "repatriating" research degrees, the University was nevertheless still strongly supported by its members. 07/107

- It was also noted that the Council's October 2007 consideration of the Corporate Strategy should address the College's continuing relationship with the University, including Degree Awarding Powers and the College's policy on insulating itself against the associated risks, including brand management (both national and international). 07/108
- University Members had been invited to comment on the draft, noting that a final version would be submitted to all the Colleges' Councils for formal approval in the autumn. The documentation had been broadly disseminated throughout the College and presented to the Academic Board at its meeting on 13 June 2007. So far, no representations had been made on the proposed new Statutes. 07/109
- 8.2 Islamic Cultural Centre (M07/06)
- The Council noted that it had not been possible to achieve a final agreement for an Islamic Cultural Centre in time for the meeting. A number of members had expressed concerns that the agreement did not go far enough to reassure them that the College would have full control of the Centre. Other members considered that it was important to support the proposal and that a risk assessment should therefore be assembled and the College's professional legal advisers invited to review the agreement to ensure that all the risks were covered before senior management finally signed the agreement. If they were unable to reassure themselves that the risks were appropriately mitigated, The College might consider other means of funding the proposal. [*Paper CL/07/52 was cancelled*] 07/110
- 8.3 Alumni Advisory Group
- The Council received a revised constitution and terms of reference for the group (CL/07/53). The Chair of the Group, Mr Laurence Julien, who was attending the meeting, told members that the adjustments were intended to address the period of change that was anticipated over the coming years. There had been some very loyal support from alumni in the past but, in the future, more would be expected of a greater number of alumni supporters and it was hoped that Council would give its full support to the development programme. 07/111
9. **STUDENTS' UNION**
- The Council received the Annual Report for 2006-07 (CL/07/54 - which was laid on the table) from the President of the Students' Union, who drew attention to the main aspects of the year in his presentation. 07/112
- The financial situation had been difficult but remedial plans had been put in place. The Union had succeeded in obtaining a much reduced affiliation fee from the NUS and improved arrangements with London Transport via its co-operation with the University of London Union. Staffing had also been a problem, with several key staff either leaving or being on long-term sick leave. However, the situation at the end of the year was strong. In light of 07/113

the Charities Act 2006 and the changing use that students made of their Union, a revised governance structure had been approved, by circulation, by the Council in March 2007 and would continue to be developed over the coming years.

The College had experienced considerable sporting success, both at competitive and at general participation level. Volunteering and RAG week had been extremely successful. Insanity Radio Station, Orbital Magazine, SUtv and the Union Website had also experienced changes, with exciting new plans for the future. Education and Welfare Services had seen a rise in business, due mainly to the increasing size of the College. They had been successful in implementing a Campus Watch scheme along the lines of Neighbourhood Watch. 07/114

The Council thanked the President and congratulated the Students' Union on an impressive year of activity. 07/115

10. ANNOUNCEMENTS

10.1 Royal Holloway International

The Council noted that following a review of the Educational and International Liaison Office and related international activities, a restructuring was underway to create Royal Holloway International. RH International would bring together the College's internationally focused activities including Overseas and European Union student recruitment, the Language Centre, the development and management of all international agreements and consortia, and overseeing the academic development activities of Study Abroad and Visiting Students. Sheryl Simon, the former Director of the Language Centre, had been appointed as the Director of RH International and would be playing one of the lead roles in developing Royal Holloway's international strategy. 07/116

10.2 Appointment of New Director of Development

The Council noted the appointment of Mark Lewis as Director of Development from September 2007. Mark would be joining Royal Holloway from University College London, where he had worked since 2003. As Deputy Director of Development he had been responsible for major gift fundraising for the Campaign for UCL, which had raised more than £40m since its launch in October 2004. Before UCL he had fundraised in both the arts and charitable sectors including for the Mental Health Foundation, Sadler's Wells Theatre and the Half Moon Young People's Theatre. 07/117

10.3 Academic Development Services

Following a review of the Educational Development Centre (EDC), the Council noted that a restructuring was underway to bring together the EDC and Academic Development within the Registry. This would build upon the existing relationships between these two areas and would provide academic 07/118

staff with a single port of call for a wide range of dedicated support and expertise. Jonathan Morgan, formerly Deputy Registrar (Academic Development), had become the Head of Academic Development. Academic Development Services would provide professional development activities for academic teaching staff; expert support in the effective use of learning technologies and the pedagogy of distance learning; a joined-up approach to academic quality management and enhancement and oversight of arrangements for academic governance, regulations and policy.

11. **REPORT OF DECISIONS TAKEN BY THE CHAIRMAN**

The Council noted that no action had been taken by the Chairman since the last meeting. 07/119

12. **REPORT OF DECISIONS TAKEN BY CIRCULATION**

The Council noted that no decisions had been taken by circulation since the last meeting. 07/120

13. **HEFCE'S ASSESSMENT OF INSTITUTIONAL RISK**

The Council received a letter from HEFCE dated 30 April 2007 (CL/07/55), and noted that this assessed the College as "not at higher risk", which was the best possible ranking. 07/121

14. **ACADEMIC BOARD**

The Council received a report from the meeting of the Academic Board, held on 13 June 2007 (CL/07/56), which was laid on the table. 07/122

15. **ESTATES COMMITTEE**

The Council received a report from the meeting of the Estates Committee, held on 9 May 2007 (CL/07/57). 07/123

16. **FINANCE COMMITTEE**

The Council received a report from the meeting of the Finance Committee, held on 8 May 2007 (CL/07/58). 07/124

17. **HUMAN RESOURCES & EQUAL OPPORTUNITIES COMMITTEE**

The Council noted that the minutes of the meeting of the Human Resources & Equal Opportunities Committee, held on 15 May 2007, would be presented to its next meeting. [*Paper CL/07/59 was cancelled*] 07/125

18. **NOMINATIONS & HONORARY AWARDS COMMITTEE**
- The Council received a report from the meeting of the Nominations & Honorary Awards Committee, held on 15 May 2007 (CL/07/60). 07/126
19. **STRATEGIC POLICY COMMITTEE**
- The Council received a report from the meeting of the Strategic Policy Committee held on 5 June 2007 (CL/07/61). 07/127
20. **COMPLAINTS PROCEDURES FOR STUDENTS**
- 20.1 The Council received an annual report on the operation of the Complaints Procedures for Students for 2006-07 (CL/07/62). 07/128
- 20.2 The Council received a proposal to revised the Students Complaints Procedure (CL/07/63) and
- AGREED: the addition of a new para 23 “Access to Information” as outlined in paper CL/07/63. 07/129
21. **CODE OF PRACTICE IN RELATION TO PARENTAL APPROVAL**
- The Council received proposed revisions to the Code of Practice in relation to Parental Contact (CL/07/64) and 07/130
- AGREED: the revised Code of Practice attached as Appendix 1 to CL/07/64.
22. **COUNCIL REGULATIONS**
- On the recommendation of the Nominations & Honorary Awards Committee, the Council received proposed revisions to the Regulations for the Election of Former Students to the Council (CL/07/65) and 07/131
- AGREED: the amended Regulations attached as Appendix 1 to CL/07/65, which would be incorporated into the College Statutes & Regulations Handbook.
23. **SEALING OF DOCUMENTS**
- The Council noted that the following document had been sealed since the last meeting: 07/132
- Agreement with Thames Water Utilities Ltd re sewer diversion, New Lecture Theatre.

Jane Ross
 Director of Resources & College Secretary
 6 August 2007

