

Royal Holloway
University of London

COUNCIL

Minutes of the Meeting of Council held on Wednesday 26th June 2013 at 5 pm in Room MX034

Present:	Mr Andy Alway Mr Paul Blagbrough Mr John Brannan Professor Clare Bradley Mr Stephen Cox (Chair) Mr Gurpreet Dehal Mrs Christine Goodyear Dr Jackie Hunter Mrs Margaret Jack	Professor Paul Layzell Mr Richard Mallett Mr Jeremy McIlroy Mr Mark Newlands Mr Joseph Rayment Mr Iain Ross Professor Anne Sheppard Mrs Chris Shoukry Mr David Spence Ms Colette Wilson
Apologies:	Mr Stephen Cooksey Mr Majid Hawa	Mrs Sarah Tyacke
In attendance:	Professor Rosemary Deem Professor Rob Kemp Professor Katie Normington Professor Bob O'Keefe Mrs Julia Roberts Mr Graeme Robinson	Vice Principal Education Deputy Principal (Planning, Resources and Partnerships) Vice Principal (Staffing) and Dean of Arts and Social Sciences) Vice Principal (External Engagement) and Dean of Management & Economics Director of Strategic Development Director of Finance
With:	Mr Simon Higman Mrs Hilary Baker	Registrar and Secretary Governance Assistant
Observers:	Miss Christine Cartwright Mr Alan Bradshaw	Governance Assistant UCU Observer

1. **MEMBERSHIP**

- NOTED that this would be the last meeting for the following members: 13/123
- Mr Stephen Cooksey who had served on Council since November 2009 as Surrey County Council's representative. Mr Cooksey had served on the Audit & Compliance Committee since May 2010 and had chaired a number of Student Disciplinary meetings. 13/124
- Mr Doug German would complete his period of office as President of the Student's Union at the end of July 2013. Mr Amerbeer Singh Gill had been elected his successor from 1st August 2013 – 31st July 2014. 13/125

Mr Joseph Rayment would complete his period of office as elected student representative at the end of July 2013. Mr Alex Cadier had been elected as his successor from 1st August 2013 to 31st July 2014. 13/126

Mr Andy Alway who had served on Council since October 2007 and had completed his second term of office. 13/127

Mr John Brannan, who had served on Council since November 2011, and was completing his first term of office. 13/128

Professor Johannes Zanker, who had served on Council since December 2010 as the elected member from Academic Board. 13/129

Mr Richard Mallet who has served on Council since October 2012 and was leaving the College to pursue other interests. 13/130

1. **MINUTES OF PREVIOUS MEETING**

AGREED the following amendments to the minutes:

13/88 additional sentence added: It was noted that the pay gap increased to 11.6% if market supplements and pay protection, which had not been included in the review in 2009, were taken into account. 13/131

13/04 should read "had raised an Equal Pay Claim with an Industrial Tribunal." 13/132

NOTED It was not possible to confirm the minutes of the previous meeting due to questions raised about M13/18 & M13/114. 13/133

REQUIRED: The wording for the items would be revised and the amended minutes circulated so that they could be agreed by circulation and published. 13/134

2. **CONFLICT OF INTEREST**

NOTED that one member was a Director of Benitic Limited which had made a grant to fund a specific project in the School of Biological Sciences. 13/135

NOTED that one member had raised an Equal Pay Claim against the College. 13/136

3. **MATTERS ARISING FROM THE MINUTES**

Marine Biology Station M13/127

NOTED that the University of London Marine Biology Station at Millport which had been due to close had been transferred to another educational body who would keep the facility running. Options for the Biological Science students based in Portsmouth were being considered. 13/137

4. **UNSTARRING OF ITEMS**

The following items in Part B were unstarred:

Item 22 CL/13/44 Unconfirmed minutes of Academic Board held on 29th May 2013 13/138

Item 24 CL/13/46 Unconfirmed minutes of Equality Diversity Committee held on 9th May 13/139

2013.

- Item 28 CL/13/50 Unconfirmed minutes of Remuneration Committee held on 4th June 2013 13/140
- Item 31 CL/13/53 Amendments to Student Disciplinary Regulations. 13/141

5. **PRINCIPAL'S REPORT**

Spending Review

RECEIVED brief update on the implications of the spending review announced by the Chancellor on the day of the meeting. The review had reduced the BIS budget by less than expected at around 6%. The implications for HEFCE and its funding of institutions would not be clear until September, although the Science budget had been protected. The £2 billion given to Local Enterprise Partnerships would provide opportunities to promote growth by working with local organisations and the College was already in discussions with a number of bodies, including Surrey County Council, on how it could contribute to economic growth. 13/142

1994 Group

NOTED that progress was being made in ensuring that universities in the 1994 Group were seen as being of comparable quality to Russell Group universities. One recent success had been the chairing of an A-level curriculum review by the Vice-Chancellor of Lancaster University (a member of the 1994 group) . 13/143

Income Diversification

RECEIVED brief update on delivery of programmes overseas. The Management Programme offered in Singapore had started with 90 students registered, a figure that was significantly higher than anticipated. Planning for an online degree in Psychology was underway. 13/144

DISCUSSED whether contacts from overseas were attracted by the link with the University of London. It was noted that the College could not award University of London degrees to third parties so students on these programmes were more likely to be drawn by the institution's rankings and reputation. However, international students coming here to study were more likely take into account the link with the University of London. 13/145

IDENTITY PROJECT

RECEIVED a presentation on the College's identity which highlighted the confusion and weakness of the current identity system. Much of the weakness had been identified through extensive staff, student and stakeholder surveys. Council viewed boards giving examples of two possible systems and noted that they would continue to highlight the link with the University of London. 13/146

NOTED that there would be further consultation with staff, students and alumni. 13/147

NOTED that costs of changing the identity system would be minimal since there was a high turnover of branded items (paper, prospectuses etc.) and these would be changed as the need arose. There would be some cost to replacing signage, but this would be needed anyway because of criticism for poor signage and way-finding around campus and this would be subject to a separate project. 13/148

NOTED that there would need to be systems in place to ensure that the identity was consistently applied across the College. 13/149

7. **COLLEGE STRATEGY**

RECEIVED the new College Strategy (CL-13-27)	13/150
NOTED that the new strategy was an evolution from the Manifesto document that charted the College's response to the change in HEFCE teaching funding and raising of the cap on variable tuition fees in 2011. Further input to the process arose from feedback from Council strategy days in November 2011 and 2012, Senior Management Team away days and extensive input from staff and student groups.	13/151
The primary aim of the new strategy was to convey the strengths of Royal Holloway more effectively and to a wider audience. This had been a recurring theme across the range of inputs received.	13/152
The strategy contained a number of key performance indicators. These indicators had been developed incrementally over the past year and had already been seen at previous meetings of Council and Council Executive.	13/153
An accompanying risk register set out the principle risks to the strategy which, too, had been developed over a period and reviewed on occasions by Council, Audit & Compliance Committee and the Planning and Resources Committee.	13/154
NOTED that the strategy was presented to Council in a 'raw' form and a more accessible and reader-friendly document would be produced over the summer.	13/155
NOTED that a key issue was to link the strategy with annual operational plans. Academic departments and professional services would produce 5-6 year plans which would align to the strategic plan. By its nature all the plan could not be implemented at the same time so it would be important to prioritise individual goals and actions based on the external environment, levels of risk, funding and resource opportunities, legal and regulatory obligations. A key part of this would be an annual review of the plan during which Council would set out the priorities for the coming year in an annual planning letter. These would form part of the discussions with Heads of Departments and Professional Services to develop their annual operating plan. They would also influence the budget proposal to the Finance Committee in May.	13/156
NOTED that the goal of moving into top 20 of major league tables would be a major challenge for the institution and clearly represented the 'ambition' asked for by Council.	13/157
DISCUSSED the reasons for increasing the number of students from 9000 to 10,500. It was noted that the previous strategy had aimed for a figure of 12,000 but it had been decided that smaller growth would be more achievable and more compatible with developing an institution that gave a personalised student experience. Ultimately, the figure of 10,500 students was driven by financial modelling that demonstrated this number needed to be achieved in the medium-term to ensure financial sustainability. The figure did not necessarily reflect numbers of students on campus and it could include distance learning if international initiatives were successful.	13/158
NOTED that there was a comparatively small group of campus universities and it would be helpful for Council to have an indication of who the College's competitors were. Consideration would be given to including this in a presentation at the Away day.	13/159
DISCUSSED that the Student Experience section of the strategy did not specifically mention the development of sporting provision on campus. It was noted that detailed strategies such as the estates strategy, sport, teaching and learning strategy, research and IT would be	13/160

developed as accompanying documents to the main strategic plan.

DISCUSSED how the strategic plan would give the College an advantage over other universities who would be developing similar strategies. There was no definitive answer to this but some areas which had an impact on the league tables such as employability and student experience could be addressed, particularly drawing on the location of the College and its size. 13/161

DISCUSSED who would monitor the plan and specific projects to ensure that the College was continually moving forward. Whilst ultimately it was Council's responsibility to monitor progress against the plan, the Planning and Resources Committee, with support from the Strategic Development Unit, would commission projects and initiatives to deliver the plan, alongside the annual planning process for academic departments and the professional services. 13/162

DISCUSSED the process and timing for the proposed annual planning letter that would allow Council to highlight its priorities for the forthcoming academic year. Noted that the Council meeting in October would review the previous year and this would inform development of the planning letter. Discussion with academic departments and professional services would follow in order to feed into the budgets which would be agreed at the June meeting. 13/163

DISCUSSED Key Performance Indicators. It was noted that it would be helpful to include details of the College's current position in the main document. 13/164

DISCUSSED the key performance indicator for participation in the Student Passport scheme. It was suggested that rather than just being registered on the scheme the key indicator should be that there had been meaningful participation. 13/165

APPROVED the Royal Holloway Strategic Plan 2013-20. 13/166

THANKS were recorded to the Deputy Principal and the Director of Strategic Development for their work on the plan. 13/167

8. **ESTATES UPDATE**

RECEIVED an update on the Campus Masterplan. Members had received a presentation on the emerging masterplan immediately before the Council meeting. A public exhibition was planned for later in the summer and further communication with local businesses and interested parties was expected to take place in Autumn. The final plan would be presented to Council for approval before being issued to Runnymede Borough Council. 13/168

RECEIVED an update on the Library project which noted general progress in planning and preparation. 13/169

RECEIVED an update on the Boiler Room project. Noted that it was planned to have a tiered lecture theatre with 250 retractable seats in place for September 2013, followed by further work later in the year to provide a covered entrance, toilets and additional teaching space. 13/170

RECEIVED an update on Sutherland House. It was noted that had been a small overrun on the timing and budget for this project arising from wet weather throughout a large part of the project and some extended negotiations with local residents over landscaping. However, the overall project was a remarkable success and already very much appreciated by the staff and students in Drama and Theatre. As part of the College's normal project governance framework, a review of the project would take place in due course. 13/171

9.	COUNCIL EFFECTIVENESS REVIEW	
	RECEIVED Council Effectiveness Review (CL-13-28)	13/172
	NOTED that the paper outlined implementation of the operational recommendations made at the last Council Meeting (paper CL-15-05). The intention was to improve processes so that Council Meetings functioned better in order to allow more time to consider key issues.	13/173
	REQUESTED that the cover sheet for council papers (Appendix 2) should show the category of paper and that there should be a clear list of what the categories were.	13/174
	DISCUSSED that UCU had declined to take part in the Working groups. It was noted that the project had raised some sensitive issues about communication and the level of mistrust addressed towards management. It was also disappointing that students had decided not to take part in the groups. Considerable time was spent discussing ways to move forward. Consideration was given to whether Council members should meet with Union members and management. However, members recognised that it was important that the Council should not be drawn into a management role. It was also suggested that it might be helpful for management and unions to meet with an independent facilitator present. As the new Human Resources Director would be starting at the beginning of July it was agreed that she should be asked to look at possible solutions and provide an initial report to the Council meeting in October.	13/175
	REQUIRED new Human Resources Director to suggest ways forward for discussion at the October Council meeting.	13/176
	DISCUSSED the unstarrring of items. It was noted that the proposed deadline for items to be unstarred did not allow enough time for members to have read the papers and look into items they wanted unstarred.	13/177
	REQUIRED the unstarrring process would be further reviewed and an update provided at the next meeting.	13/178
	DISCUSSED the publication of minutes. (CL-13-30)	13/179
	NOTED that the minutes of Council Committees are submitted to Council after approval by the relevant chair.	13/180
	AGREED that these minutes will be published with the Council papers and Council minutes. It will be made clear that the minutes will be unconfirmed until the next meeting of the relevant committee.	13/181
10.	STUDENT RECRUITMENT AND ADMISSIONS	
	RECEIVED a report on admissions figures and ongoing student recruitment efforts. (CL-13-31)	13/182
	NOTED that an action plan had been developed and was being implemented.	13/183
11.	FINANCIAL MATTERS	
	<u>Revenue and Capital Budgets 2013/14</u>	
	RECEIVED the revenue and capital budget 2013-2014 for approval (CL-13-32)	13/184

NOTED that the key risk affecting the 2013-14 budget was the achievement of student numbers. The impact of recruitment to 2013-14 would be considered at the next Council meeting. A shortfall in undergraduate recruitment would roll through for the next two years, and it was noted that level of surplus budgeted for 2013-14 was less than the target of 5% as a result of the recruitment shortfall in 2012-13	13/185
DISCUSSED whether the target of 5% surplus was realistic given that it was not forecast to be achieved. It was noted that the 5% surplus was modest in relation to the institution's requirements and that it was important for the viability of the institution to achieve this target.	13/186
APPROVED the 2013-2014 capital budget.	13/187
REQUESTED that Finance Committee would give further consideration to the 5% surplus target.	13/188
<u>Estimated Outturn for 2012/13</u>	
RECEIVED the estimated outturn for 2012/13 (CL-13-33)	13/189
NOTED that the outturn for the year was below budget because of the reduction in tuition income due to the shortfall in recruitment. The forecast was better than previously reported because the College had received a bequest of £800,000. The bequest had been made for the general purposes of benefitting students and had to be included as income in the year, although it was being ring-fenced for specific student-facing projects.	13/190
<u>Financial Forecast</u>	
RECEIVED the Financial Forecasts (CL-13-34)	13/191
NOTED that from 2015-16 income was not expected to grow at the same rate as expenditure once the impact of the £9,000 fees had fed through. In 2016-17 there was a sharp reduction in the surplus due to the impact of the costs of the new library and other factors. However, the return that would be made to HEFCE was up to 2015-16 and showed a reasonable level of surplus.	13/192
NOTED that the HEFCE commentary set out the major financial risks. One risk highlighted was the position of pension funding which would be subject to a triennial valuation in March 2014. The deficit had increased substantially since the last valuation due to the fall in the gilt rate but it was hard to predict how it would move. There could be a major impact on the forecast if extra contributions were required.	13/193
APPROVED the Financial Forecasts.	13/194
<u>Changes to the Repayment Schedule on Existing Loan Agreements</u>	13/195
RECEIVED Loan Agreements – Minor Amendments (CL-13-35)	
NOTED that RBS required any changes to loan agreements to be formally ratified by a Council resolution. It was confirmed that there were no cost implications for the College for the minor changes set out for three loans.	13/196
APPROVED Loan Agreements – minor amendments.	13/197
<u>Professional Indemnity Insurance</u>	
RECEIVED Professional Indemnity Insurance (CL-13-36)	13/198

	NOTED that this was part of annual return to insurer, enquiries had to be made of any issues that needed to be notified. Council members confirmed that there were none that they were aware of.	13/199
	RECEIVED Appointment of Internal Audit Providers (CL-13-37)	13/200
	Noted that a tendering exercise had been followed under OJEU regulations to appoint an external company to manage internal audit for the next three to five years. It had been the unanimous view of the selection panel that Deloitte offered the best quality of service and value for money. The Chair of Audit & Compliance Committee confirmed that the committee recommended the appointment of Deloitte as internal auditors to the College.	13/201
	APPROVED the appointment of Deloitte as internal auditors.	13/202
12.	STUDENT COMPLAINT PROCEDURES	
	RECEIVED Student Complaints Procedures (CL-13-38)	13/203
	APPROVED Student Complaints Procedures to take effect in next academic year.	13/204
13.	STUDENTS' UNION	
	RECEIVED the annual report from the President of the Students' Union. (CL-13-39)	13/205
14.	ACADEMIC BOARD	
	RECEIVED a report on the Constitution of Academic Board (CL-13-40).	13/206
	NOTED that this paper was withdrawn to consider further advice on how to take issues regarding membership of Academic Board forward. However Council was asked to approve the election of two academic members of staff in order to make the composition of academic board as close to the statutes as possible.	13/207
	APPROVED the running of an extraordinary election outside of the summer term to fill the two proposed elected posts.	13/208
15.	THE RESEARCH EXCELLENCE FRAMEWORK 2013 (REF 2013) EXERCISE	
	RECEIVED an update on the REF 2013 Submission (CL-13-41)	13/209
	NOTED that the approach adopted by the College for the REF 2013 submission, as previously agreed by Council, was to create a submission that maximised quality over quantity. In effect this would mean that only research work meeting 3* or 4* standard would be submitted, not least because 2* work and below would not attract funding. As a consequence, the percentage of staff to be submitted for REF was likely to be 67%, considerably less than the 91% previously submitted. Letters had been sent to staff informing them of their submission status.	13/210
	NOTED that a critical feature of the REF was the introduction of Impact case studies (as a result of government direction). A lot of work had gone into producing impact case studies for the College but there remained uncertainty in the sector about how these case studies would be evaluated and graded.	13/211
	Attention was drawn to section 9b of the paper which referred to Equality Impact Assessment. It was noted that there had been a 5% difference in favour of men being	13/212

selected. Human Resources had not identified any unfairness in the Colleges Policies and procedures for selecting staff. A further equality impact assessment later in the process had highlighted that 2% more women than men had been selected.

16. **UNSTARRED ITEMS**

Item 22 CL/13/44 Unconfirmed minutes of Academic Board held on 29 th May 2013	13/213
NOTED that as these minutes were unconfirmed any queries about them should be dealt with at the next meeting of Academic Board.	13/214
Item 24 CL/13/46 Unconfirmed minutes of Equality Diversity Committee held on 9 th May 2013.	13/215
NOTED this item had been unstarred as further information had been requested about the Equality & Diversity Focus Groups.	13/216
RECEIVED from the Chair of the Equality & Diversity Committee a verbal update on the Equality & Diversity Focus Groups. The Focus Groups had been instigated by the lay members of the Equality Diversity Committee themselves an opportunity to hear personally about Equality & Diversity issues at the College as well as reinforcing the College's commitment to equality & diversity.	13/217
The groups had been divided up into staff from grades 1-5, 6-9, male & female academic staff, male and female professorial staff and had included staff with disabilities. The invitations had been sent to 20 staff selected at random from each group. Lay members intended to talk with representatives from the Unions. They planned to hold groups for students in the next academic year. The topics discussed included what had the College done well? what were the areas for improvement? what were barriers for addressing the improvements and what solutions could be found to these barriers?	13/218
There had been positive comments and a lot of people were happy with the working environment. Concerns raised had been around lack of consistency across departments, flexibility about working, lack of transparency/consistency about recruitment and promotion. The mentoring scheme for women was seen as positive but there was a need for structured discussions about career development. It had been noted that that the ethnicity of students was not reflected in the ethnicity of staff although it was recognised that recruitment was effected by visa issues. An anonymised report detailing the feedback would be produced. There were opportunities for the issues raised to be addressed via the recruitment, appraisal and promotions processes.	13/219
REQUIRED that the report would be given to the Equality & Diversity Steering Group chaired by the Vice Principal (Staffing) and the issues raised could feed into the Equality & Diversity Strategy which was being developed. Representatives from the Unions were now part of this group.	13/220
NOTED that Vice Principal (Staffing) and Human Resources were currently working on the promotion and appraisal process.	13/221
Item 28 CL/13/50 Unconfirmed minutes of Remuneration Committee held on 4 th June 2013	13/222
NOTED that a query was raised that the number of applications made to the professorial banding process had been 42 and not 52 as stated in the minutes. It was confirmed that 52 applications had been received although not all of these had been considered by the Faculty Banding panels.	13/223

	NOTED that the minutes stated that “consultation process with UCU on the revisions to the professorial banding scheme had been completed”. However a member of Council said that the consultation had been terminated by management. Council was told that at the outset the deadline for the consultation process to end had been agreed for the end of March.	13/224
	Item 31 CL/13/53 Amendments to Student Disciplinary Regulations.	13/225
	NOTED that some arrows were missing from the flow charts. These would be added before the publication of the regulations.	13/226
	APPROVED the revised Student Disciplinary Regulations.	13/227
	WETTON’S TERRACE	
17.	RECEIVED an update on the fire at Wetton’s Terrace.	13/228
	HILDA MARTINDALE TRUST	
18.	APPROVED the appointment of Professor Trish Greenhalgh OBE as an Exhibition Trustee for the Hilda Martindale Trust. The appointment to take immediate effect until December 2018.	13/229
	PART B: ITEMS FOR FORMAL REPORT AND FORMAL APPROVAL	
	REPORT OF DECISIONS TAKEN BY THE CHAIRMAN	
19.	In the absence of a permanent Chair of the Student Discipline Committee the Chair agreed to the following appointments:	13/230
	Dr Jackie Hunter as Chair of two meetings of the Student Discipline Committee on 27 March 2013.	13/231
	Mr Jeremy McIlroy as Chair of two meetings of the Student Discipline Committee on 12 th June 2013	13/232
	Mrs Christine Goodyear as the Chair of one meeting of the Student Discipline Committee on 13 th June 2013	13/233
	REPORT OF DECISIONS TAKEN BY CIRCULATION	
20.	To note that no decisions have been taken by circulation since the last meeting.	13/234
	ACADEMIC BOARD	
21.	RECEIVED the unconfirmed minutes from the Academic Board meeting held on 29 th May 2013. (CL-13-44)	13/235
	COUNCIL EXECUTIVE	
22.	RECEIVED the unconfirmed minutes from the meeting of Council Executive held on 4 th June 2013. (CL-13-45)	13/236

23.	EQUALITY & DIVERSITY COMMITTEE	
	To receive the unconfirmed minutes from the meeting of the Equality & Diversity Committee held on 9 th May 2013. (CL-13-46)	13/237
24.	HEALTH & SAFETY ASSURANCE COMMITTEE	
	RECEIVED the unconfirmed minutes from the meeting of the Health & Safety Committee held on 16 th April 2013. (CL-13-47)	13/238
25.	FINANCE COMMITTEE	
	RECEIVED the unconfirmed minutes from the meeting of the Finance Committee held on 9 th May 2013. (CL-13-48)	13/239
26.	NOMINATIONS COMMITTEE	
	RECEIVED the unconfirmed minutes from the Nominations Committee held on 20 th March 2013. (CL-13-49)	13/240
27.	REMUNERATION COMMITTEE	
	RECEIVED the unconfirmed minutes from the Remuneration Committee held on 4th June 2013. (CL-13-50)	13/241
28.	PRINCIPAL'S OVERSEAS TRAVEL EXPENSES	
	RECEIVED the Principal's overseas travel expenses.	13/242
29.	RHBNC TRUST REPORT	
	RECEIVED the Statement of Account 2012-13 from the RHBNC trust.	13/243
31.	SEALING OF DOCUMENTS	
	NOTED that the following documents had been sealed since the last meeting:	13/244
	<ul style="list-style-type: none"> • Agency Agreement with the Energy Consortium (Education and Public Sector)(Mains Gas) • Agency Agreement with the Energy Consortium (Education and Public Sector) Half Hourly Electricity • Land Registry: Transfer of whole of registered title(s) – Standlehill, South Road, Englefield Green Title No. Sy109752 	13/245 13/246 13/247
32.	DATE OF NEXT MEETING	
	NOTED that the next meeting of Council will be held on Wednesday 2 nd October 2013 at 5 pm in MX034.	13/248

Signed:

Date

Chair of Council