AGENDA
For the meeting to be held on Wednesday 2 October 2013 at 5pm in Windsor Building 002-003

FORMAL BUSINESS

1 MEMBERSHIP
   To note the membership of Council

2 CONFLICT OF INTEREST
   To invite members to indicate if they have a Conflict of Interest with any agenda items

3 MINUTES
   To confirm the Minutes of the last meeting, held on 26 June 2013 (M13/123-M13/248)

4 MATTERS ARISING FROM THE MINUTES
   To consider any matters arising, not elsewhere on the agenda from the meeting held on 26 June 2013
   To receive a printed version of the College Strategy

5 UNSTARRING OF ITEMS
   To note the un-starring of any part B items. Members wishing to un-star items must notify the College Secretary’s Office by 10am on Tuesday 1 October 2013.

PART A: MAJOR ITEMS OF BUSINESS

6 PRINCIPAL’S REPORT
   To receive a report from the Principal

7 COLLEGE STRATEGY
   7.1 To consider a report on the Discover Our Future event
   7.2 To approve the Planning Letter
   7.3 To consider a report on the Student Life Cycle

8 GOVERNANCE
   8.1 To consider an update on progress of the Council Effectiveness and Statutes Review Project
   8.2 To consider an update regarding internal communication regarding the Statutes Review

9 ACADEMIC BOARD
   To consider an amended proposal regarding the membership of Academic Board

10 STAFF ENGAGEMENT
    To consider an update on the current relationship between the College management, staff and trade unions

11 FREEDOM OF SPEECH
    To consider the updated Code of Practice

12 COUNCIL COMMITTEES
    To consider a proposal regarding Council’s Committees
PART B: ITEMS FOR REPORT AND FORMAL APPROVAL

13* REPORT OF DECISIONS TAKEN BY THE CHAIRMAN
To note that the Chair agreed to the appointment of Mr Jeremy McIlroy as Chair of one meeting of the Student Discipline Committee on 30 September 2013

14* REPORT OF DECISIONS TAKEN BY CIRCULATION
To note that no decisions have been taken by circulation since the last meeting

15* HEALTH CENTRE REPORT
To receive a report from the Health Centre on the previous year

16* COUNCIL INDUCTION PACK
To note the proposed induction pack for new members

17* DRAFT COUNCIL STRATEGY DAY SCHEDULE
To receive the schedule for the Council Strategy days on Wednesday 27 & Thursday 28 November

18* AUDIT AND COMPLIANCE COMMITTEE
To receive the minutes of the meeting held on 25 July 2013

19* HEALTH AND SAFETY ASSURANCE COMMITTEE
To receive the minutes of the meeting held on 24 June 2013

20* NOMINATIONS COMMITTEE
Nominations Committee met on 2 October. The minutes from this meeting will be available at the Council meeting on 28 November 2013

21* COUNCIL EXECUTIVE
Council Executive met on 23 September. The minutes from this meeting will be available at the Council meeting on 28 November 2013

22* TO NOTE THE FOLLOWING COMMITTEES HAVE NOT MET SINCE THE LAST MEETING OF COUNCIL:
- Equality & Diversity Committee
- Finance Committee
- Remuneration Committee

23* SEALING OF DOCUMENTS
To note that the following documents have been sealed since the last meeting:
- Project Order Form to proceed with the refurbishment of the Boiler House between RHBNC and Willmott Dixon.
- Delivery Agreement between RHBNC and Faithful+Gould Ltd for providing advice and review of scope for town planning services and running mini tender competition; engaging the chosen town planning consultant and provide any subsequent services and surveys arising from the Masterplan project required to meet the objectives of RHBNC.
- Project Order Form for pre-construction activities regarding the Boiler House between RHBNC and Willmott Dixon Interiors Ltd.
- Delivery Agreement between RHBNC and Faithful+Gould Ltd incorporating the NEC3 Professional Services Contract.
- Project Order Form for pre-construction activities regarding the Boiler House between RHBNC and Willmott Dixon Interiors Ltd.

24* DATE OF THE NEXT MEETING
To note that the next meeting of Council will be held on Thursday 28 November 2013 as part of the Strategy days held at Cumberland Lodge
Membership of Council

To note that this is the following members are starting their terms of office at this meeting:

Mr John Brannan – a re-elected non-academic member of staff whose term of office shall run until 30 September 2016.

Ms Sarah Moffat – an elected non-academic member of staff whose term of office shall run until 30 September 2016.

Dr. David Gilbert – an elected member of staff from the Academic Board whose term of office shall run until 30 September 2016.

Mr Amarbeer Singh-Gill – President of the Students’ Union

Mr Alex Cadier – elected student representative
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
Mr David Spence
Ms Colette Wilson

Apologies:
Mr Stephen Cooksey
Mr Majid Hawa
Mrs Sarah Tyacke

In attendance:
Professor Rosemary Deem
Vice Principal Education
Professor Rob Kemp
Deputy Principal (Planning, Resources and Partnerships)
Professor Katie Normington
Vice Principal (Staffing) and Dean of Arts and Social Sciences
Professor Bob O’Keefe
Vice Principal (External Engagement) and Dean of Management & Economics
Mrs Julia Roberts
Director of Strategic Development
Mr Graeme Robinson
Director of Finance

With:
Mr Simon Higman
Registrar and Secretary
Mrs Hilary Baker
Governance Assistant

Observers:
Miss Christine Cartwright
Governance Assistant
Mr Alan Bradshaw
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 Amabeer 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.

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

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

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

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

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.

13/04 should read “had raised an Equal Pay Claim with an Industrial Tribunal.”

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

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

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.

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

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.

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
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.

**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).

**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.

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.

**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.

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

NOTED that costs of changing the identity system would be largely small 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.

NOTED that there would need to be systems in place to ensure that the identity was consistently applied across the College.
7. **COLLEGE STRATEGY**

RECEIVED the new College Strategy (CL-13-27)  

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.

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.

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.

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.

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.

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.

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.

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.

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.
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 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.

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.

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.

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.

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.

APPROVED the Royal Holloway Strategic Plan 2013-20.

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

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.

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

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.

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.

9. **COUNCIL EFFECTIVENESS REVIEW**

RECEIVED Council Effectiveness Review (CL-13-28)

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.

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.

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.

REQUIRED new Human Resources Director to suggest ways forward for discussion at the October Council meeting.

DISCUSSED the unstarring of items. It was noted that the proposed deadline for items to be unstared did not allow enough time for members to have read the papers and look into items they wanted unstared.

REQUIRED the unstarring process would be further reviewed and an update provided at the next meeting.

DISCUSSED the publication of minutes. (CL-13-30)

NOTED that the minutes of Council Comittees are submitted to Council after approval by the relevant chair.

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.

10. **STUDENT RECRUITMENT AND ADMISSIONS**

RECEIVED a report on admissions figures and ongoing student recruitment efforts. (CL-13-31)

NOTED that an action plan had been developed and was being implemented.
11. FINANCIAL MATTERS

Revenue and Capital Budgets 2013/14
RECEIVED the revenue and capital budget 2013-2014 for approval (CL-13-32)

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

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.

APPROVED the 2013-2014 capital budget.

REQUESTED that Finance Committee would give further consideration to the 5% surplus target.

Estimated Outturn for 2012/13
RECEIVED the estimated outturn for 2012/13 (CL-13-33)

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 a specific student-facing projects.

Financial Forecast
RECEIVED the Financial Forecasts (CL-13-34)

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.

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.

APPROVED the Financial Forecasts.

Changes to the Repayment Schedule on Existing Loan Agreements
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.
APPROVED Loan Agreements – minor amendments.  

Professional Indemnity Insurance
RECEIVED Professional Indemnity Insurance (CL-13-36)
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.

RECEIVED Appointment of Internal Audit Providers (CL-13-37)
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 Deloittes 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.

APPROVED the appointment of Deloitte as internal auditors.

12. STUDENT COMPLAINT PROCEDURES
RECEIVED Student Complaints Procedures (CL-13-38)
APPROVED Student Complaints Procedures to take effect in next academic year.

13. STUDENTS’ UNION
RECEIVED the annual report from the President of the Students’ Union. (CL-13-39)

14. ACADEMIC BOARD
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.

APPROVED the running of an extraordinary election outside of the summer term to fill the two proposed elected posts.

15. THE RESEARCH EXCELLENCE FRAMEWORK 2013 (REF 2013) EXERCISE
RECEIVED an update on the REF 2013 Submission (CL-13-41)
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.
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.

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 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 29th May 2013

NOTED that as these minutes were unconfirmed any queries about them should be dealt with at the next meeting of Academic Board.

Item 24 CL/13/46 Unconfirmed minutes of Equality Diversity Committee held on 9th May 2013.

NOTED this item had been unstarred as further information had been requested about the Equality & Diversity Focus Groups.

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 to give the lay members of the Equality Diversity Committee to give themselves an opportunity to hear personally about Equality & Diversity issues at the College as well as reinforcing the College’s commitment to equality & diversity.

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?

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.

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.

NOTED that Vice Principal (Staffing) and Human Resources were currently working on the
promotion and appraisal process.

Item 28 CL/13/50 Unconfirmed minutes of Remuneration Committee held on 4th 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.

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 and that UCU had agreed this deadline.

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.

APPROVED the revised Student Disciplinary Regulations. 13/227

WETTON’S TERRACE

17. RECEIVED an update on the fire at Wetton’s Terrace. 13/228

18. HILDA MARTINDALE TRUST

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

19. REPORT OF DECISIONS TAKEN BY THE CHAIRMAN

In the absence of a permanent Chair of the Student Discipline Committee the Chair agreed to the following appointments:

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 12th June 2013 13/232

Mrs Christine Goodyear as the Chair of one meeting of the Student Discipline Committee on 13th June 2013 13/233

20. REPORT OF DECISIONS TAKEN BY CIRCULATION

To note that no decisions have been taken by circulation since the last meeting. 13/234
21. **ACADEMIC BOARD**

RECEIVED the unconfirmed minutes from the Academic Board meeting held on 29th May 2013. (CL-13-44)

22. **COUNCIL EXECUTIVE**

RECEIVED the unconfirmed minutes from the meeting of Council Executive held on 4th June 2013. (CL-13-45)

23. **EQUALITY & DIVERSITY COMMITTEE**

To receive the unconfirmed minutes from the meeting of the Equality & Diversity Committee held on 9th May 2013. (CL-13-46)

24. **HEALTH & SAFETY ASSURANCE COMMITTEE**

RECEIVED the unconfirmed minutes from the meeting of the Health & Safety Committee held on 16th April 2013. (CL-13-47)

25. **FINANCE COMMITTEE**

RECEIVED the unconfirmed minutes from the meeting of the Finance Committee held on 9th May 2013. (CL-13-48)

26. **NOMINATIONS COMMITTEE**

RECEIVED the unconfirmed minutes from the Nominations Committee held on 20th March 2013. (CL-13-49)

27. **RE Muneration Committee**

RECEIVED the unconfirmed minutes from the Remuneration Committee held on 4th June 2013. (CL-13-50)

28. **Principal’s Overseas Travel Expenses**

RECEIVED the Principal’s overseas travel expenses.

29. **RHBNC Trust Report**

RECEIVED the Statement of Account 2012-13 from the RHBNC trust.

31. **Sealing of Documents**

NOTED that the following documents had been sealed since the last meeting:

- 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
32. **DATE OF NEXT MEETING**

NOTED that the next meeting of Council will be held on Wednesday 2\textsuperscript{nd} October 2013 at 5 pm in MX034.
Our future

The Royal Holloway Strategic Plan
2013–2020
Over the next few years, the higher education environment will continue to see significant change, including greater competition for students and challenge from new providers. In a changing environment it is important that we have a clear sense of shared purpose, accompanied by an ambitious set of objectives that will stand us in good stead to thrive. We want to be sure that Royal Holloway is making as significant a contribution to the world’s research and education then as it has for every one of our preceding 164 years. At its heart, this plan seeks to build upon our strengths, by ensuring the highest academic standards, an excellent student experience and responsible management; leaving a strong legacy for future generations. But we also want to achieve more than that, to ensure that there remains a place for institutions like ours into the future; institutions who may not be the biggest in numbers, or the widest in scope of study, but who nonetheless make an important and distinct contribution, in terms of a very special student experience, and a range of highly specialised and world-altering research.

We are grateful to the many staff and students who contributed directly to this plan, as well as the many comments, observations and challenges raised in our normal course of business. We have analysed how Royal Holloway is perceived and valued by a range of stakeholders outside the university and carefully considered how we can support each other. The result of this work is set out in four key themes of strategic development, with three underpinning themes.

To succeed, this plan must allow us to flourish in a changing world. Therefore we expect to review it regularly so that we adapt our priorities and objectives accordingly, whilst remaining true to our core purpose.

Today’s university and its predecessor colleges, Bedford College and Royal Holloway College, have a distinguished and distinctive history. I hope you are as inspired as we are by this: the next chapter of our history.

Paul Layzell
Principal

Stephen Cox
Chair of Council
Today’s university is rooted in the purpose and ethos of our two founding colleges, Bedford College (1849) and Royal Holloway College (1886).

In 1985, the colleges combined their heritages of academic excellence, social justice, philanthropy and entrepreneurship, together with their shared tradition of challenging social and cultural norms by being the first to open the doors to higher education for women, to form one university – Royal Holloway and Bedford New College, now known as Royal Holloway, University of London.

Royal Holloway today retains the pioneering spirit of our founders and has become one of the UK’s leading universities, combining world-class research with a distinctive educational and campus experience. We have also retained the human scale of our original colleges, whilst expanding our intake of the best students and staff from around the world, making us the UK’s number one university for international outlook.

However, higher education now operates in a very different environment. Universities are expected not only to deliver a first class educational experience, but also to act as agents of economic growth, social change and cultural enhancement. This has to be delivered in an increasingly complex environment in which students pay for their education, demographic and global trends are changing the student population and deregulation is challenging conventional patterns of operation and business modelling.

In order to continue to thrive in this competitive and challenging world, we must draw on our history of excellence, imagination and innovation; we must do justice to the vision and ambition of our founders so that we can continue to achieve excellence, in their names, into the future.

Our vision for the future informs the choices we make, so that we are certain that, in every case, our actions are bringing us closer to our goals. We intend to realise our vision by both building on our existing strengths and also setting in place a number of fundamental improvements to a range of areas.

Together, these actions will create a university that, by 2020, will look like this.

- **Our strengths and achievements are known worldwide**
  Royal Holloway will be consistently recognised as a top 20 UK university in major league tables and we will hold our place amongst the world’s top 200 universities.

- **Our students are independently-minded and socially responsible leaders**
  We will attract independently-minded students who will benefit from a personalised education. This will enable them to fulfil their potential, by achieving academic excellence, being prepared for the world of work, having a global outlook and having the confidence to lead in a socially responsible manner.

- **We are placed amongst the top research universities**
  Across each of our academic disciplines, we will have high-quality staff and at least one distinctive, world-leading research specialism, along with high levels of performance within the UK REF assessment exercise. All our taught courses will contain elements that are informed by cutting-edge research and scholarship and our research students will be guided by world-leading researchers.

- **We take full advantage of our size and flexible structures**
  We will grow our student numbers from 9,000 to 10,500, whilst retaining our overall human scale and sense of community, so that we can continue to respond flexibly in a changing environment and to work effectively across organisational and disciplinary structures.

- **We work collaboratively with key partners to achieve greater mutual benefit**
  Whilst our scale and culture mean that we can sometimes achieve more than some larger organisations, other activities will require greater scale and resource. We will be open and collaborative so that we can work with key partners to ensure the best use of our resources and achieve more than we can do alone.

- **Our campus environment stimulates, inspires and refreshes**
  Our inspiring and imposing Founder’s Building will be complemented by outstanding new facilities that add to the sense of a scholarly community, encourage collaborative, multi-disciplinary activities, and provide a personalised, individual experience for students and staff.
Principles to guide our academic development

To deliver our purpose and realise our future, we have identified four strategic themes and a further three supporting themes. Within these themes, we identify a number of the changes we need to make within our university, whilst maintaining and building upon our key strengths.

Maintaining and developing the disciplinary base

We will maintain the broad shape of our academic portfolio across the arts and humanities, the social sciences and in science. For each of our academic disciplines, we will develop specific areas of strength in research, education and student experience that will define our character and impact.

Focusing disciplinary strengths for impact

We will draw on our individual strengths and outputs in research and teaching to address significant global economic, cultural and social challenges. We will invest for growth where there is potential to do so and, where appropriate, support multi-disciplinary working to create innovative and inspiring ideas.

Delivering step change through partnership

We will accelerate the reach of our teaching and research and increase its impact through joint working with selected, national and international strategic partners. We will seek to access co-funded resources that would otherwise be unavailable to us.

Summary of objectives

In pursuing the core purpose of the university, we shall apply three principles to the development of our academic disciplines in order to achieve greater impact and wider awareness.

Theme 1
Our reputation, impact and engagement

To raise the national and international profile of Royal Holloway through more effective communications, by using our knowledge and expertise in the world and by developing powerful partnerships and networks.

Theme 2
Our education

To offer excellent, personalised education that equips our students with knowledge and skills for success in a competitive, global workplace.

Theme 3
Our student experience

To deliver an outstanding student experience, where students feel supported as individuals as part of a wider community and, through the facilities, activities and opportunities available on campus, grow to their highest potential.

Theme 4
Our research

To develop a vibrant research environment with the facilities and support to enable the best academic staff to generate exciting, world-changing research at our university.

Theme 5
Our people and culture

To develop a high quality, diverse and professional workforce, who work together to achieve our strategic priorities, and strengthen our leadership and governance capability.

Theme 6
Our estate and environment

To improve the range and quality of our academic, recreational and pastoral facilities, both existing and new, to the benefit of the student and staff experience.

Theme 7
Our institutional sustainability

To develop our financial strength by diversifying and increasing our income, and managing costs, in order to succeed in a competitive global market and challenging funding environment.
Our strategy in detail

Core objectives

Values and beliefs to guide our behaviour

Throughout our academic activities and professional support services, we hold a common set of values and beliefs that guide our work and behaviour.

Excellence

Achieving excellence in all our activities from teaching and research to professional management and service delivery.

Creativity

Encouraging creativity and innovation in all we do.

Collaboration

Working in partnership with our staff, students and external partners to our mutual benefit, being open in our decisions and communication and pooling our knowledge and talents with others to address social and economic challenges.

Freedom

Supporting academic freedom of expression, within the law, to question and test received wisdom and put forward new ideas and controversial opinions, whilst behaving with integrity and in a socially responsible and ethical manner.

Fairness

Upholding principles of equality, diversity and fair access ensuring we create fair opportunities for all, respect and support each other and allow individuals to achieve their potential.
Theme 1
Our reputation, impact and engagement

Under this theme, we will seek to raise the national and international profile of Royal Holloway through more effective communications, by using our knowledge and expertise to best effect and by developing powerful partnerships and networks.

Our evidence shows that whilst Royal Holloway produces high-quality research outputs and delivers an excellent education experience for our students, many people and organisations are unaware of our existence; who we are and what we achieve. Therefore, our first objective is to ensure there is greater awareness of the university, and in doing so, to continue to attract sufficient numbers of high-quality students onto our programmes.

To improve our reputation, impact and engagement, we need to...

1.1 Create a distinct identity, develop clear visibility, increased awareness and impact of the Royal Holloway brand, locally, regionally, nationally and globally.

1.2 Attract high-quality students onto our programmes.

1.3 Engage with, influence and enhance local, regional, national and international social, economic, cultural and political agendas.

1.4 Encourage and develop a culture of social responsibility focused on the local and regional community.

1.5 Provide opportunities for students, staff and alumni to be actively involved in enhancing our local, regional and national communities.

To achieve these goals, we will...

a. Communicate our successes to national and international audiences.

b. Convey consistent brand values, establishing and communicating our distinctive position.

c. Boost the visibility of our academic profile.

d. Invite our alumni around the world to act as advocates and ambassadors.

a. Increase our marketing and engagement activities and raise awareness of Royal Holloway across a wider range of markets in the UK and overseas.

b. Maintain the quality and potential of our students and create a diverse community of students from a range of backgrounds as we grow.

c. Develop programmes that respond to changing student demand in an increasingly competitive market.

d. Develop effective admissions processes to ensure a faster turn-around of applications.

e. Deliver personalised and proactive interactions using digital platforms.

a. Contribute to major societal challenges through our research and teaching.

b. Use our expert knowledge to advise government and non-governmental organisations on key policy and delivery issues.

c. Build on our record of expert opinion in the media.

d. Help to raise young people’s aspirations through outreach and access support.

e. Establish partnerships with educational and business organisations, political and community groups to increase our social and economic contribution.

a. Contribute to the local community through the exchange of knowledge and skills, staff and student volunteering, community engagement, workplace experience and local research partnerships.

b. Participate in regional and local initiatives on sport, culture, crime prevention and neighbourhood management.

c. Develop a strong cultural presence in the region, through exhibitions, public lectures, concerts, theatre and open days.

d. Support our students as active and responsible citizens.

Theme 2
Our education

Under this theme, we will seek to provide an excellent, personalised education that equips our students with knowledge and skills for success in a competitive, global workplace.

Our educational programmes have strong academic content, but we need to do more to enable a more effective transition from university to paid employment, voluntary service or further study. We can help students get more from their courses, by providing better feedback and support during their studies.

To provide excellent education, we need to...

2.1 Deliver a varied portfolio of lively, research-informed undergraduate programmes.

2.2 Develop a mixed portfolio of academic, research-led, professional and vocational taught programmes for postgraduates.

2.3 Create a community of learners which is personal and supportive with outstanding teaching by all levels of academic staff.

2.4 Provide students with the opportunity to undertake work experience through internships and placements at home and abroad.

2.5 Develop an approach to learning that empowers learners and engages them fully in the learning process.

To achieve these goals, we will...

a. Ensure that our programmes are informed by research, current literature and thinking, including our own academics’ research and scholarship.

b. Align our programmes with our disciplinary strengths and ensure that they provide a global perspective.

c. Deliver a consistent educational experience for all undergraduate programmes.

d. Inspire and educate using the latest learning technologies and e-resources.

e. Provide employment-related and study skills in all programmes.

a. Ensure that the majority of programmes have a flexible common structure, with part-time study options and exit routes at certificate and diploma levels.

b. Align our programmes with our disciplinary strengths and maximise multi-disciplinary or inter-disciplinary opportunities.

c. Integrate material relevant to a future professional career wherever possible.

d. Promote an international outlook and design programmes that appeal to a global audience.

e. Make inspired use of learning technologies and e-resources.

a. Value high-quality teaching as equal to high-quality research, with identified routes to promotion based on excellence in teaching.

b. Give students regular formative feedback and use a range of formative and summative assessment in all programmes.

c. Ensure that each student has an individual personal advisor, offering tailored personal development and careers support.

d. Provide fortnightly academic-led support groups of no more than 15 students.

a. Offer placements, work experience and volunteering with national and international employers.

b. Ensure that students and staff are clear about the relative benefits and structures of placements and internships.

a. Provide generic skills-based courses to include English language skills, critical thinking, creativity, problem solving, literacy and numeracy.

b. Offer students the opportunity to study courses outside of their main degree disciplines.
Under this theme, we will seek to deliver an outstanding student experience, where students feel supported as individuals within a wider community and, through the facilities, activities and opportunities available on campus, grow to their highest potential.

To date, we have achieved year-on-year improvements in our National Student Survey results, however, these improvements have been no better than the average national increase and our graduate employability measures improve slowly. With the students at the heart of our higher educational system, we seek to significantly improve their experience at Royal Holloway, relative to other universities.

### Theme 3
#### Our student experience

To deliver an outstanding student experience, we need to...

1. **Embed the delivery of an outstanding student experience in all academic departments.**
2. **Deliver a seamless and high-quality student experience in an intimate campus environment that meets the needs and expectations of our undergraduate, postgraduate taught and research students.**
3. **Provide opportunities for students to enhance their skills and knowledge that are relevant to the labour market and wider society through extra-curricular opportunities.**
4. **Ensure that students have access to appropriate opportunities for skills development with employers.**
5. **Reinforce the international student experience through the celebration and integration of a diverse mix of nationalities and encouragement of inward and outward student mobility.**

To achieve these goals, we will...

1. **Ensure that academic and professional service planning clearly addresses feedback from students.**
2. **Build the sense of community on campus through academic departments, residences and societies, for example.**
3. **Work with the Students’ Union to ensure that services and events are complementary and add up to the fullest possible experience.**
4. **Improve our sports, student activities and cultural events.**
5. **Respond to the specific needs of groups within the student body, e.g. international students, mature students, non-resident students.**
6. **Improve our welcome and pre-arrival services to create appropriate expectations and maximise engagement in extra-curricular activity.**

### Theme 4
#### Our research

To deliver world-leading research, we need to...

1. **Ensure Royal Holloway is ranked in the top tier of UK universities for research by REF result.**
2. **Meet and exceed sector norms for research income, creating a culture of success and sustaining a key income stream.**
3. **Create a supporting infrastructure for research.**
4. **Build strategic research links and become a partner of choice, driving the research agenda.**

To achieve these goals, we will...

1. **Implement an annual review process to monitor research activity in each department or unit of assessment.**
2. **Undertake long-term planning to maximise our position in periodic REF exercises.**
3. **Identify sector and competitor norms for grant awards and overhead recovery, and set targets for research activity in each department.**
4. **Develop a policy for optimising department research grant portfolios.**
5. **Increase our focus on large and multi-disciplinary grants.**
6. **Create a sector-leading approach to support early career and established researchers.**
7. **Develop and maintain good quality research facilities.**
8. **Facilitate access to an appropriate range and depth of information resources, including through partnership working.**
9. **Ensure central processes and policies support research needs.**
10. **Maximise the potential of strategic regional, national and international research partnerships, (including major global HEIs and businesses, industry, government departments and other organisations) to increase critical mass and open up new funding opportunities.**
11. **Develop a programme of visiting academics and practitioners to enhance our research activities and raise our profile.**
12. **Increase our influence on policy through representation on decision-making and grant-awarding bodies.**
13. **Ensure a proportion of our research meets the broad impact agenda as specified by funding bodies and HEFCE, whilst maintaining opportunities for blue sky research.**
14. **Within the annual review of research activity, monitor and assess the extent to which we are addressing key issues for society, business and policy makers.**
15. **Create a culture in departments which supports external-facing research and contributes to quality of life and/or the economy through the application of knowledge in practice.**
16. **Foster an entrepreneurial climate and develop our Enterprise Centre for spin-out and spin-in companies.**
17. **Identify impact opportunities with the support of the Research and Enterprise team.**
To deliver world leading research, we need to...

4.5 Prioritise investment in areas of research strength.
   a. Develop a research strategy for each department that develops areas of strength.
   b. Develop research investment priorities linked, where appropriate, to our research themes.
   c. Establish a mechanism to allocate resources that enables us to respond rapidly to research opportunities.

4.6 Support growth in postgraduate research students.
   a. Use our institutional funding to lever external scholarships.
   b. Develop institutional industrial partnerships.
   c. Source, manage and develop a suite of international scholarships from governments, and other funding bodies.
   d. Establish appropriate partnerships to ensure we are in a strong position to set up doctoral training centres and professional doctorates.
   e. Improve postgraduate research facilities to provide a vibrant environment that meets student expectations.

4.7 Ensure that government and funders recognise research excellence wherever it is found.
   a. Make sure that we communicate to government the outputs and benefits of institutions of our type.
   b. Participate in groupings and alliances that promote equitable and fair research funding access.

Our strategy in detail

Supporting objectives
Under this theme, we will seek to develop a high-quality, diverse and professional workforce, who work together to achieve our strategic priorities, along with strengthened leadership and governance capability.

Recent experience has shown that many of our processes for the development of staff are not well understood. We will seek to better communicate these processes and take the opportunity to review and improve them to ensure that they are a model of good practice.

<table>
<thead>
<tr>
<th>To develop our workforce and improve leadership and governance, we need to...</th>
<th>To achieve these goals, we will...</th>
</tr>
</thead>
</table>
| **5.1 Design and create an appropriate workforce plan to deliver our strategy.** | a. Develop HR processes and systems that allow us to respond quickly to a changing environment and implement new initiatives.  
  b. Provide management information and decision support systems that enable us to plan workforce and skill requirements.  
  c. Promote Royal Holloway as an employer of choice for talented academic, professional and support staff at all levels. |
| **5.2 Develop reward and recognition processes.** | a. Develop a culture of high performance in which expectations are clear, and performance improvement is supported.  
  b. Develop processes that value and reward high performance in teaching, research, leadership and professional support.  
  c. Make transparent and, where feasible extend, the range of employee benefits. |
| **5.3 Promote and facilitate equality and diversity.** | a. Nurture a culture of inclusion and diversity.  
  b. Introduce more robust equality and diversity monitoring for staff and students.  
  c. Conduct regular reviews of equal pay and take evidence-based action across the institution.  
  d. Maintain our balance of high-calibre international staff while also seeking to improve overall staff diversity.  
  e. Ensure staff and students are offered fair and equitable access to opportunities.  
  f. Introduce mentoring programmes for staff moving into leadership roles. |
| **5.4 Improve employee engagement, communications and consultation.** | a. Engage staff at all levels in delivering our strategic priorities.  
  b. Ensure that staff’s personal objectives support our institutional objectives.  
  c. Use a variety of means to consult and engage staff.  
  d. Develop communication plans to support all major change projects.  
  e. Improve partnership working with unions and other staff bodies. |
| **5.5 Develop our people and our leadership capabilities.** | a. Develop high-quality induction, leadership and development programmes.  
  b. Identify and develop new leaders from within our existing staff.  
  c. Encourage staff to pursue opportunities for career development.  
  d. Facilitate a sense of community and collaboration, encouraging co-operative working across departmental boundaries. |
| **5.6 Streamline our working practices so that they support our academic priorities.** | a. Strengthen the working relationships between central administration and academic departments.  
  b. Streamline our processes to reduce the burden of management and governance.  
  c. Conduct regular reviews of activities and structures against institutional priorities.  
  d. Develop robust systems to manage performance against objectives, finances, resources and risks.  
  e. Ensure that university-wide risks are effectively managed. |
| **5.7 Ensure governance structures are effective and efficient.** | a. Implement the outcomes of the 2013 Council Effectiveness Review.  
  b. Review our Statutes, Ordinances and Regulations. |
**Theme 6  
Our estate and environment**

Under this theme, we will seek to improve the range and quality of our academic, recreational and pastoral facilities, both existing and new, to the benefit of the student and staff experience.

The lack of space and its poor quality in places is a barrier to the progress of our university and requires a long-term, sustained approach to improving quality and quantity of space of all types.

**To deliver improved facilities, we need to...**

<table>
<thead>
<tr>
<th>6.1</th>
<th>Prioritise investment in maintaining and improving our academic estate.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Increase the non-residential estate to address the shortage of academic space.</td>
</tr>
<tr>
<td></td>
<td>b. Improve the quality of the overall academic estate.</td>
</tr>
<tr>
<td></td>
<td>c. Increase the amount of teaching space on campus and upgrade existing to provide a fit-for-purpose teaching environment.</td>
</tr>
<tr>
<td></td>
<td>d. Invest in world-class research facilities and infrastructure.</td>
</tr>
<tr>
<td></td>
<td>e. Create a series of zones on campus, where cognate activities can interact and share facilities and services.</td>
</tr>
<tr>
<td></td>
<td>f. Review our space and quality requirements for central London and develop accordingly.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.2</th>
<th>Invest in the development of our residential estate.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Provide a broader range of residences to suit different student needs.</td>
</tr>
<tr>
<td></td>
<td>b. Guarantee all first year undergraduates and international students accommodation on campus.</td>
</tr>
<tr>
<td></td>
<td>c. Increase the number of residences so that more students can choose to live in halls beyond their first year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.3</th>
<th>Enhance the campus environment for students and staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Build a new library and study space incorporating student services and the careers centre.</td>
</tr>
<tr>
<td>b.</td>
<td>Improve our retail and catering offering.</td>
</tr>
<tr>
<td>c.</td>
<td>Develop social spaces for staff and students.</td>
</tr>
<tr>
<td>d.</td>
<td>Improve our Students’ Union facilities.</td>
</tr>
<tr>
<td>e.</td>
<td>Make imaginative use of open spaces to develop a sense of lively community whilst maintaining the feel of a semi-rural campus.</td>
</tr>
<tr>
<td>f.</td>
<td>Separate traffic and pedestrian movement on campus to create a safer and more pleasant environment.</td>
</tr>
<tr>
<td>g.</td>
<td>Address the perceived shortage of on-campus parking.</td>
</tr>
<tr>
<td>h.</td>
<td>Encourage active lifestyles through the provision of excellent sports opportunities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.4</th>
<th>Reducing our impact on the environment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Design and maintain new buildings to reduce environmental impact.</td>
</tr>
<tr>
<td>b.</td>
<td>Raise awareness of the environmental impact of all our activities including transport.</td>
</tr>
</tbody>
</table>

**Theme 7  
Our institutional sustainability**

Under this theme, we will develop and secure our financial strength in order to succeed in a competitive global market and challenging funding environment.

The long-term stability and sustainability previously enjoyed by the higher education sector have been challenged by changes to government policy and increased global competition. Therefore we need to find new ways to ensure our long-term financial security within the new environment.

**To build our long-term financial security we need to...**

<table>
<thead>
<tr>
<th>7.1</th>
<th>Increase the number of students on and off campus.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Build our understanding of our market potential across all subjects so that we can grow our student population.</td>
</tr>
<tr>
<td>b.</td>
<td>Develop programmes that respond to changing student demand in an increasingly competitive market.</td>
</tr>
<tr>
<td>c.</td>
<td>Increase and diversify our international student recruitment.</td>
</tr>
<tr>
<td>d.</td>
<td>Investigate a Royal Holloway presence in strategically important regions of the world.</td>
</tr>
<tr>
<td>e.</td>
<td>Maximise opportunities to increase student numbers from Articulation Agreements and progression from Foundation Programmes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7.2</th>
<th>Grow our student population on Royal Holloway programmes delivered off-campus.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Develop further distance learning provision.</td>
</tr>
<tr>
<td>b.</td>
<td>Expand the range and number of collaborative and transnational programmes.</td>
</tr>
<tr>
<td>c.</td>
<td>Explore opportunities for transnational franchises and validation of partner programmes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7.3</th>
<th>Increase and diversify income and reduce costs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Maximise fee income by reviewing and setting ambitious and achievable targets for the balance of student types (undergraduate, postgraduate, taught/research).</td>
</tr>
<tr>
<td>b.</td>
<td>Explore external options for raising finance for our capital programme.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7.4</th>
<th>Diversify our income base to reduce financial risk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Diversify our teaching income streams through the development of high-quality non-campus-based teaching.</td>
</tr>
<tr>
<td>b.</td>
<td>Develop and implement a fundraising and alumni development strategy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7.5</th>
<th>Manage and reduce costs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Embed effective cost control processes in all commercial and non-commercial activities.</td>
</tr>
<tr>
<td>b.</td>
<td>Ensure that the full-life costs of major investments are considered.</td>
</tr>
<tr>
<td>c.</td>
<td>Develop a value-for-money framework.</td>
</tr>
<tr>
<td>d.</td>
<td>Minimise overhead costs through regular consideration of shared services.</td>
</tr>
</tbody>
</table>
Defining our ambition: key performance indicators

A wide range of detailed performance indicators will be used to monitor this plan. However, a higher level set is given here that will provide clarity on our progress towards our preferred future.

### Performance indicator

<table>
<thead>
<tr>
<th>Theme indicator</th>
<th>Current performance</th>
<th>Ambition for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme 1: Our reputation, impact and engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportion of new undergraduate entrants who place Royal Holloway as their first choice.</td>
<td>59%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of undergraduate entrants from low-participation neighbourhoods.</td>
<td>3.3%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Number of new high-impact partnerships.</td>
<td>n/a</td>
<td>15</td>
</tr>
<tr>
<td>Theme 2: Our education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Student Survey score for assessment &amp; feedback.</td>
<td>71%</td>
<td>80%</td>
</tr>
<tr>
<td>Postgraduate Taught Experience Survey score for overall satisfaction</td>
<td>91%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of graduates in graduate-level jobs six months after graduation</td>
<td>66% (2010/11)</td>
<td>74%</td>
</tr>
<tr>
<td>Theme 3: Our student experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Student Survey score for overall satisfaction</td>
<td>89%</td>
<td>94%</td>
</tr>
<tr>
<td>Student Barometer score for living experience</td>
<td>84.7%</td>
<td>91%</td>
</tr>
<tr>
<td>Number of students participating in the Royal Holloway Passport scheme</td>
<td>2,000</td>
<td>All undergraduates participating in the scheme</td>
</tr>
<tr>
<td>Theme 4: Our research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>REF sector ranking based on outcomes (3.3* and 4* outputs).</td>
<td>c.306 (2011/12)</td>
<td>In top 15 for REF 2020</td>
</tr>
<tr>
<td>Research income per staff FTE.</td>
<td>£25k (2011/12)</td>
<td>£35k</td>
</tr>
<tr>
<td>Number of postgraduate research students per research academic staff FTE.</td>
<td>0.99 (2011/12)</td>
<td>1.3</td>
</tr>
<tr>
<td>Theme 5: Our people and culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of staff participation in regular staff reviews.</td>
<td>c.306 (2011/12)</td>
<td>95%</td>
</tr>
<tr>
<td>Reduction in gender pay gap.</td>
<td>Manual: 12%</td>
<td>Less than 5% gender pay gap in any staff group</td>
</tr>
<tr>
<td>Percentage of staff confirming they are aware of institutional priorities as measured by staff survey.</td>
<td>n/a</td>
<td>90%</td>
</tr>
<tr>
<td>Theme 6: Our estate and environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of non-residential accommodation in conditions A&amp;B.</td>
<td>48% (2010/11)</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage reduction in carbon footprint from 2006 benchmark.</td>
<td>11.6% reduction (2010/11)</td>
<td>48% reduction</td>
</tr>
<tr>
<td>Theme 7: Our institutional sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual financial operating surplus as a percentage of income.</td>
<td>5.5% (2011/12)</td>
<td>Exceeding 5%</td>
</tr>
<tr>
<td>Student population.</td>
<td>8,600</td>
<td>10,500</td>
</tr>
<tr>
<td>Income from fundraising.</td>
<td>£2m</td>
<td>£25m over 5 years</td>
</tr>
</tbody>
</table>

Managing our risks

Any plan that has ambition and change will be subject to a range of risks and challenges. As part of our periodic review of this strategy, we will assess the prevailing risks and challenges, monitor them and set in place measures to reduce them and provide contingency plans should they be needed.

In considering risk, we set out our broad attitude and appetite to engage in activities that have risk. We will use the following statement of risk appetite to determine how we engage in activities and the degree to which we wish to protect against the risk. Risks relating to the strategy will be documented in detail in a separate risk register.

### Context

The focus of Royal Holloway is to be in the top 20 of UK universities, renowned for producing agenda-setting research, which responds to the biggest cultural, social, scientific and economic challenges of the day, in innovative ways, and to offer an unparalleled learning experience to all who can benefit.

### Protecting the reputation of the university

The university recognises that its reputation is fundamental to its mission. Student applications, attracting high-calibre staff and securing public and private funding, are all dependent to some degree upon reputation. The university will develop policies and to operate in a manner which protects and enhances its reputation. This does not necessarily imply that we are averse to reputational risk, but rather that we will seek to ensure a high level of appropriate countermeasures and contingency arrangements, in return for taking risks which potentially add significant benefit.

Responsibilities of institutional autonomy

Royal Holloway receives significant public funding but is nevertheless part of the private sector. This positioning gives the university valued institutional independence but comes with the ultimate responsibility for managing its affairs in a financially sustainable manner. In an environment of increasing competition, less secure public funding and growing cost base, the university will diversify its income base and create additional income streams through new business. The university must also ensure proactive management of its finances and sustainable management of its short- and long-term liabilities.

As with reputation, new business will incur a degree of risk which must be balanced against expected result.

### Appetite for continuous change

With increasing demands on higher education from the public sector, business and individual citizens, the university needs to be responsive and flexible. The university should reflect also on its own effectiveness and develop through a process of continuous change and improvement. Such change will expose the university to a degree of risk, which will need to be mitigated by a professional approach to all its activities and the rigorous management of change through a defined project management process.

Operating in a regulated environment

Royal Holloway operates in a regulated environment, both in terms of generic regulation, such as discrimination law, as well as specific regulation through its major funding body HEFCE. The university seeks to operate inside all aspects of the relevant legal and regulatory framework and therefore tolerates a low level of risk associated with these issues.

### Risk appetite

It is important that Royal Holloway has an active programme of risk management that protects the interests of the institution and its future. Risk management should be embedded in the culture, decision making and operational processes of the university and to this extent risk control is exercised through established groups including the College Executive, Senior Management Team, Collaborative Provisions Committee and various project boards, overseen by the Audit and Compliance Committee. In the areas where the university is carrying out larger and/or higher risk activities, it will increase the level of monitoring and risk mitigation.
Annual review and forward planning

This plan sets out a medium-term strategy to guide and develop the university over the next seven years. By its nature, all of the plan cannot be implemented at the same time and it will be important to prioritise individual goals and actions based upon the external environment, levels of risk, funding and resource opportunities, legal and regulatory obligations.

The following diagram sets out the key processes and documents for annual review of the strategic plan and its translation into priorities, an operating plan and annual budget.
Higher Education Environment

1. Patterns of student demand continue to be volatile, particularly at Home/EU undergraduate level, with further significant changes likely to arise from GCSE and GCE reform, the introduction of the new E-Bacc qualification and new school accountability measures (e.g. measures such as attaining 5 x A*-C GCSEs). Medium-term trends show a narrowing of the subject range taken at A-level, whilst at GCSE level, significantly more students are registering for geography, history and some language with considerably fewer taking science subjects. These changes, together with ABB+ policies will continue to make undergraduate recruitment a challenge in the coming years. Our response to these challenges will be the subject of the forthcoming Council Strategy Days in late-November 2013.

Student Recruitment and Admissions

2. The student recruitment and admissions landscape remains uncertain. The College ran a successful Clearing and Adjustment Centre following the publishing of A-level results, answering some 3,000 calls and successfully meeting our student controlled number targets as well as the recruitment of a number of highly qualified adjustment candidates. Recruitment at the ABB+ end of the spectrum remains difficult, with a significant shortfall in numbers. Early indications are that some of this will be offset by the recruitment of overseas students. The full picture will not be known until the December 1 census however, initial numbers from the October count will be available at the meeting.

HEFCE and BIS

3. The annual visit from the HEFCE took place in July and we received a positive response to our new strategy and estates plans. Some indications were given in the meeting, subsequently confirmed elsewhere, that the recent spending review will release additional money in 2015 for teaching capital projects. Unlike previous occasions, the funding will be competitive but may result in a successful bid from Royal Holloway gaining greater funding than by a formula allocation.

4. The new Chief Executive of HEFCE is Professor Madeline Atkins, currently Vice-Chancellor of Coventry University.

5. Representatives from BIS are carrying out a programme of visits to HEIs to gain a better understanding of the range of activities that take place within universities. During the Royal Holloway visit, BIS are particularly keen to learn more about our work in cyber security and petroleum geoscience, as well as our international activities including the different modes of delivery we operate for different markets.

National Awards Nominations

6. The College has been nominated in two categories for the THE Awards which will be held in November. The categories are for Most Improved Student Experience and Most Innovative Teacher of the Year for which the nominee is Professor David Cohen from Computer Science.
2012-2013 Financial Outturn

7. A detailed financial report will be submitted to the Finance Committee in October and Council in November following audit. Initial headlines show the consolidated surplus for 2012-13 is £6.2m, £1.4m lower than budget. The main account surplus is £3.0m, £2.1m lower than budget with the shortfall mainly arising from a lower than planned student intake and consequent lower fee income. This was partially offset by additional income from an £0.8m bequest and £1.4m indirect cost contributions from research grants and external courses. There was £0.7m higher than expected non-staff expenditure in academic departments where unspent carried forward balances were utilised which had not been anticipated.

New Royal Holloway Brand

8. At its strategy day in November 2012, Council received a presentation on the external perception and reputation of the College. This work has resulted in a major re-launch of the College’s brand, which was presented, in part, to Council in June 2013, with further work taking place in July.

9. Testing of the new brand was completed at the end of July 2013, having taken the form of an online survey tailored to our main stakeholders: staff and current students, alumni, and prospective students and teachers. Nearly 1,900 people responded to the survey, including 1,200 prospective students. 89% of respondents favoured the crest logo over the clock tower (presented in June) and 59% favoured the orange colour over green. Planning for implementation followed the conclusion of the testing phase.

10. The new Royal Holloway brand launched on 19th September, coinciding with an all staff event, Discover our Future, at which the new strategic plan was launched. Full rollout of the new identity will take place as stocks of existing materials are used, with priority being given to student recruitment Open Days and online platforms. The transition will be completed by January 2014.

Discover Our Future Event

11. The new College Strategy was launched to staff at the Discover our Future event on Thursday 19th September. 530 staff signed up for the event and many of the seminars sold out within a short time of going live on the website. Alongside the seminars, staff can attend an introductory talk from me, and be able to visit seven different strategy zones setting out our priorities in the new strategy, as well as participating in tours of different parts of College. I will provide Council with initial feedback on the event at the meeting.

Student Experience

12. The Student Enquiries Desk which opened in September 2012 in the Windsor Building foyer, has undergone a major refurbishment. An area has been partitioned off from the rest of the Windsor Building and is being re-launched under the new name of the Student Services Centre. The newly remodelled area provides seating, display screens and IT self-service points. The Student Services Centre will be based in the Windsor Building until the new library and student services centre is built. Once the Student Services Centre has vacated the Windsor Building, this partitioned area will become a useful and flexible space which can be used for conferences and other activities.

13. The new team of sabbatical officers in the Students’ Union is now in place with new officers Amarbeer Singh (President) and Sidonie Bertrand-Shelton (Vice-President, Education and Welfare) joining returning ones, Ian Stewart (Vice-President, Student Activities) and Jamie Green (Vice-President Communications and Campaigns).
REF 2014

14. The College is now in the final stages of preparation of its REF submission, as explained at Council’s June 2013 meeting. Last minute adjustments are being made to the cohort of staff returned to the REF due to a number of new hires joining this September and a few marginal staff succeeding in gaining quality publications, but these are relatively moderate in relation to the overall submission.

15. Most of the effort has been focused on the polishing of Impact Case Studies and Environment Statements. All data has been assembled and the Research and Enterprise Department is planning a major upload of data in late September in order that this information can be validated by HEFCE in good time. While some individual case studies and departmental documents still need some work, the overall submission is looking in good shape.

Research Income

16. The total College research income for 2012-2013 exceeded £22m, a record for the College. Encouragingly, research grant awards in August and September have been hitting the £2 million mark suggesting that the College is continuing to perform well in 2013-2014. Notable recent awards include:

<table>
<thead>
<tr>
<th>Department</th>
<th>Award Holder</th>
<th>Funding Body</th>
<th>Total award (£)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biological Science</td>
<td>Prof S Cutting</td>
<td>EU</td>
<td>£1,492,382</td>
<td>Oral Vaccination against Clostridium difficile Infection</td>
</tr>
<tr>
<td>Mathematics</td>
<td>Dr S Blackburn</td>
<td>EPSRC/GCHQ</td>
<td>£109,060</td>
<td>On network coding</td>
</tr>
<tr>
<td>Management</td>
<td>Dr A Coronado Mondragon</td>
<td>Birmingham City Council</td>
<td>£500,565</td>
<td>The Composites Innovation Cluster (CIC): Composites UK Foresight</td>
</tr>
<tr>
<td>Economics</td>
<td>Dr A Chevalier</td>
<td>British Academy</td>
<td>£103,971</td>
<td>Children of the Wall: Parental Selection and Children Outcome</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>Prof G Leubner</td>
<td>KWS SAAT AG</td>
<td>£220,694</td>
<td>Early Germination of Sugar Beet</td>
</tr>
<tr>
<td>Psychology</td>
<td>Dr J Tamminen</td>
<td>British Academy</td>
<td>£273,388</td>
<td>Transforming specific memories into general knowledge during sleep</td>
</tr>
<tr>
<td>Earth Sciences</td>
<td>Dr J Armitage</td>
<td>Royal Astronomical Society</td>
<td>£165,000</td>
<td>Deciphering the sedimentary record: tectonic vs climatic change</td>
</tr>
<tr>
<td>Psychology</td>
<td>Dr C Sebastian</td>
<td>ESRC</td>
<td>£245,515</td>
<td>Characterising Emotion Regulation Development Adolescence</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>Prof J Koricheva</td>
<td>NERC</td>
<td>£402,819</td>
<td>Relative importance of tree species and genotypic diversity for above- and below ground processes in boreal forest</td>
</tr>
<tr>
<td>Physics</td>
<td>Dr A Lyapin</td>
<td>STFC</td>
<td>£262,156</td>
<td>Industrialisation of precision cavity beam position monitors</td>
</tr>
</tbody>
</table>

Research Themes

17. As part of the ‘security’ research theme, Royal Holloway hosted a visit by Rear Admiral Paul Bennett, lead author for the MOD’s Global Strategic Trends report- a forward-looking report that identifies emerging themes that will impact the military and wider government over the next 30 years. During the visit, a cross-section of academics were asked to review the emerging themes in the report and provide critical feedback. The visit helped build important links into government and to build upon our strengthening research in security and cyber-security.
Professional Services

18. The restructure of student recruitment and admissions is in progress. The restructure will see all student recruitment activity co-ordinated and managed in one unit, with greater centralisation of routine activities such as applications processing, lightening the workload on academic departments. Some other services currently provided separately for home/EU and international students will also be merged into single service areas to improve both service delivery for end users and operational efficiency.

19. Following this restructuring, Sheryl Simon has been appointed as Director of Recruitment and Admissions and Mike Johnson has been appointed as Director of Student Experience, both with effect from 2nd September.

20. Following the announcement of Stephen Bland’s retirement later this year, Mike Berry has been appointed as Director of Estates. A qualified architect, Mike joins us from the University of Cumbria having also served at Robert Gordon and London Metropolitan universities.

Estates Masterplan

21. Principles around the proposed Estates Masterplan were presented to Council in June 2013 and a full draft masterplan has now been produced. Consultation within the College was concluded in August 2013 and responses have been collated and used to inform the Plan that will be submitted to the Local Authority for approval. A public consultation is underway, with members of the public being invited on to campus to view the plan.

Major Projects

22. The project to provide much needed additional teaching space by repurposing and renovating the old Boiler House complex is underway and is due for completion shortly after the start of term. The project has experienced some delay because of asbestos discovery and damp-problems discovered only after removal of an old oil tank.

23. The new finance system, successfully went live on 1 August. All critical interfaces were completed and all the data required for day 1 operations was loaded into Agresso ahead of go-live. Over 300 users are now operational on the system. Data migration is expected to be complete by the end of September. Planning on phase 2 deliverables is underway, this includes Fixed Assets, Expenses and possibly Timesheets for specific applications. It is intended that online Expenses will be launched on 25 November. A lessons learned exercise will be carried out shortly followed by an initial benefits realisation review.

24. A programme of works to improve the sports provision has commenced with the reconfiguration and refurbishment of the space which has enabled a 50% increase in the number of fitness class spaces available. The provision of new football and rugby pitches is planned and detailed proposals will be submitted following the approval of the Estates Masterplan. Secondary drainage works to the pitches on Nobles Field is underway and expected to be complete for the start of term. This work has been funded in part through a recent £800k legacy.

25. During the summer, refurbishment of the residential floors in Founders was completed with the refitting of bathrooms and pantries and redecoration of corridors and circulation spaces. This brings to an end the £5.1m refurbishment programme approved by Council. The College particularly welcomed the input from students on selection of furniture and colour schemes.
Royal Holloway in the Media

26. The following represents the highlights of recent media coverage.

a. Dr Anna Whitelock, History, and Professor Pauline MacLaran, Management, received widespread national and international coverage for their comments about the naming of the royal baby and the effect on the British economy, including the Today programme, BBC Radio 4, Sky News, BBC News, New Zealand Herald, Sydney Morning Herald, New York Post and The Huffington Post.

b. Professor Chris Mitchell, ISG, received widespread national and international coverage for his research into preventing phising attacks on websites, including the Daily Telegraph, the Guardian and the Times Higher.

c. Dr Carolyn McGettigan, Psychology, received widespread coverage for her research into how the brain controls accents and impersonations, including the Guardian and publications in India.

d. Professor Nigel Saul, History, was interviewed for the BBC News website about the importance of the Magna Carta and the events planned for its 800th anniversary in 2015.

e. Dr Rachel Doern, Management, was featured on BBC Breakfast and was interviewed for the BBC Lunchtime News, about her research into the London riots and its effect on small businesses two years on.

f. Dr Lloyd White, Earth Sciences, received international coverage for his research into the tectonic plates that formed the supercontinent Gondwana 165 million years ago, including Discovery News and publications in Australia.

g. Dr Alex Windscheffel, History, was interviewed by the BBC News website about famous suffragette Emily Wilding Davison’s time as a Royal Holloway student.

h. Stefan Brown, Social Work, received coverage for his research into forced marriage victims, including interviews on BBC London and BBC Surrey.

i. Principal Professor Paul Layzell was interviewed for BBC Radio Surrey on A-level results day about Clearing, policy changes and what it means for students.

j. Laurence Byrne, Geography, wrote an opinion piece for the Guardian about Royal Holloway's Project COBRA and giving indigenous people a voice in protecting their own environments.

k. Professor Robert Eaglestone, English, was interviewed by the Guardian about the impact of Michael Gove’s policies on English Literature GSCE.
### Launch of the College Strategy at Discover our Future

**Author**
Helen Coleman  
(E) Helen.coleman@rhul.ac.uk  
(T) telephone 01784 443798

**Type**
Report for information

**Strategic context**
A report on the launch of the College Strategy to staff

**Summary**
This report describes the event Discover our future, held in College on September 19th, where we launched the new College Strategy to staff. It also provides some initial feedback; more comprehensive feedback will be provided at the meeting.

**Resource implications**
The cost of the event is provided, there are no onward resource implications

**Risk analysis**
No risk; information only.

**Freedom of Information**
N/A

**Next steps**
College Executive will be reviewing the impact of the event and making plans for follow ups through the life of the plan. The implementation of the strategy is picked up through the planning round that starts now.

**Effective date of introduction**
N/A

**Recommendation**
Council are asked to note the report.
1.0 Introduction

On Thursday 19 September, over 600 staff attended Discover our future, an event to launch the new College Strategy to staff. A good mix attended, from professors and other academics, through the professional services, and including technical and support staff.

This paper provides an overview of the day and some initial feedback on its success.

2.0 Format and content of the day

There were five components to the day:

- A compulsory Principal’s Intro talk, which introduced the drivers for the new strategy, our vision for the future and the strategic themes that will deliver it.
- Strategy Zones – a room setting out the objectives in each area, showcasing achievements, engaging staff and explaining plans (see Appendix 1 for more detail)
- A seminar programme, 16 seminars focusing on various aspects of the strategy (outline attached at Appendix 2)
- Tours – staff-led tours of the new theatre, the tunnels and the new Founders’ bedrooms
- Refreshments – a barbecue for staff in the south Quad/Dining Hall

All staff were given a full copy of the strategy on their arrival.

3.0 Budget

The event cost just over £12,000, which is just under £20 a head. This included all the display and exhibition materials, lunch and refreshments for 600, external speaker costs, bags and lanyards, and a film for the main presentation. Much of the material produced is reusable.

4.0 After the event

We have created a website for the Strategy beyond the event, which captures as much of the event as we are able to –including footage, photographs and records of all the displays. Staff can order their own copy of the strategy and complete the evaluation questionnaire.

5.0 Evaluation

We asked three questions in the event evaluation:

1. How well do you feel you now understand Royal Holloway’s new strategy?
2. How valuable did you find the experience, as a way of finding out about Royal Holloway’s achievements and future plans?
3. Finally, please tell us one way in which you plan to contribute to Royal Holloway’s future?
Results are only just coming in and I can provide a summary of feedback to the meeting on October 2nd. Initial feedback is that the event was a great success, and that staff particularly welcomed the opportunity to learn about the strategy, meet with colleagues, celebrate success and share plans. There was a great atmosphere on the day, and staff appreciated the investment made in them, and felt valued as a result.

Some initial comments included:

"I thought that this was a very professional and well planned day. It really made the staff feel involved and valued. The exhibitions were very eye catching as well as informative and professional looking. It made me feel very proud to work for this great University."

"It was great to see the college valuing staff, listening to their thoughts and it was very professional - like being at a conference"

"The day helped me to understand the College's long term strategy and reinforced the sense of pride I feel to work in this academic institution. It was a lovely occasion, celebratory in tone, and provided an added opportunity for all staff to mix and network which never happens usually but is very beneficial"

"The Discover Our Future event was informative and very inspiring. It served as an excellent chance to discuss a range of issues with colleagues from across the college and gave me a clearer picture of the direction RHUL is heading in. I definitely think that this should become an annual event"

"Excellent day, really valuable. I particularly enjoyed the Principal's speech, very informative and engaging. It made me feel very proud to work for Royal Holloway."

We did of course receive some constructive feedback too, and will incorporate suggestions into planning for future events.
## Appendix One – Strategy zone activities

<table>
<thead>
<tr>
<th>Strategy Zone</th>
<th>Activities</th>
</tr>
</thead>
</table>
| Reputation, Impact, | Launch of the new recruitment and admissions directorate  
| Engagement          | Launch of the new Royal Holloway Brand  
|                     | Royal Holloway in the Media  
|                     | Demonstrations of the new Virtual Tour and Image Library  
|                     | Magna Carta exhibition                                                                                                                                 |
| Research            | Research themes exhibition  
|                     | Physics Higgs Boson impact case study  
|                     | Research grant income  
|                     | Postgraduate growth  
|                     | Organising a conference on campus for academics                                                                                                                                 |
| Education           | Feedback display – audio, exams, national student surveys, assessment  
|                     | Information about Teaching focused pathway, College teaching prizes  
|                     | Clicker technology information  
|                     | New and Old Programmes  
|                     | Undergraduate Programme Offer  
|                     | Demonstration - Lecture capture, Simulation trading floor, Computer Science robots                                                                                                                                 |
| Student Experience  | Students ‘Then and Now’  
|                     | Meet the SU Sabbatical Team  
|                     | Community Action display  
|                     | Sports and Wellbeing display  
|                     | Alumni Fund information  
|                     | ‘Careers Zone’ – Careers Service staff attending, information about  
|                     | Passport and Alumni mentoring scheme  
|                     | 10 things to do on/off campus  
|                     | ‘Tasters’ – from Campus Services including Campus Value                                                                                                                                 |
| Financial Sustainability | Financial reporting – supported by SDU  
|                     | Curiosity Project display  
|                     | Fundraising targets  
|                     | International Partnerships – interactive map showing existing partners and database for staff to add their own connections  
|                     | Flight map showing key alumni and student cities  
|                     | Raiser’s Edge demo  
|                     | Conferences & Weddings information – coffee and cake                                                                                                                                 |
| People and Culture  | HR Schemes display  
|                     | HR Systems demonstration  
|                     | Lync demonstration  
|                     | ‘An Employer of Choice’ demonstration  
|                     | Round table discussion  
|                     | Governance presentation                                                                                                                                 |
| Estate and Environment | Masterplan exhibition  
|                     | Masterplan construction  
|                     | Masterplan feedback  
|                     | Library development display  
|                     | New library fly-through  
|                     | Founder’s display  
|                     | ‘Old Founder’s’ presentation
Appendix two: Seminar programme

- ‘Using the Royal Holloway Brand’: practical session aimed at staff using the brand, run by our design agency three times throughout the day
- ‘The Future of the 1994 Group’: presented by Alex Bols, with information about how proposed changes and the relaunch of the 1994 Group, running twice
- ‘Making an Impact in the Media’: Guardian journalist Janet Murray will deliver a session on how to improve media presence for academics, running twice in the afternoon
- ‘Research into Teaching onto Film’: media training from our Press & PR Manager with a 2 minute film recorded of each attendee, running four times
- ‘Online Engagement’: using webinar software to engage with prospective students, presented by International Officer Tom Windle, running once in the afternoon
- ‘Research Career Development’: practical session aimed at sharing best practice for research focused academics, presented by Johannes Zanker, Professor of Neuroscience, running once
- ‘How to Set Up and Run an Internships Programme’: joint presentation by Head of Careers Liz Wilkinson and an alumnus, Ashish Mishra (MBA, 2003) who is funding internships at Royal Holloway, running once
- ‘Gap in the Market? Setting up a New Programme’: presented by Department of Computer Science
- ‘Using Lync’: practical session aimed at those looking to utilise Lync, presented by Web Manager Danny Rozario and IT Project Manager Dawn Thomas, running once.
**Council Planning Letter 2013**

<table>
<thead>
<tr>
<th>Title</th>
<th>Council Planning Letter 2013</th>
</tr>
</thead>
</table>
| Author | Paul Layzell  
(E) Paul.layzell@rhul.ac.uk  
(T) 01784 443033 |
| Type | Letter from Council to Senior Management. |
| Strategic context | Setting the strategic priorities. |
| Summary | The letter sets out the priorities in the strategic plan in which Council wishes to see particular progress in the year 2014-2015 and the mechanisms for reporting and monitoring progress against the plan. |
| Resource implications | Time from Senior Management to implement |
| Risk analysis | This guides the College in implementing the new Strategy which is crucial to the development of the College |
| Freedom of Information | N/A. |
| Next steps | Council will receive a report at its summer 2014 meeting. Council will monitor performance against the plans using the agreed key performance indicators set out in the strategic plan and supporting documents. |
| Effective date of introduction | Immediate |
| Recommendation | Council is asked to consider the key priorities in the letter and agree the letter to be sent. |
Context

1. The university’s strategic plan, adopted by Council in June 2013, sets out the ambition and development priorities of the University for the Period 2013 to 2021, acting as a template against which day-to-day decisions can be benchmarked and determined.

2. Whilst Council expects broad progress on all sections of the strategic plan, internal and external factors will determine that some features of the plan must have higher priority in terms of time and resources. The university’s management will need to monitor, respond to and report short-term external changes and influences; however Council also has a set of priorities and this letter sets out those areas in which Council wishes to see particular progress.

3. In setting its broad priorities, the main emphasis of the plan and immediate priorities for action is to ensure an efficient and sustainable operation, bearing in mind that the university must balance its own books, as well as making provision for infrastructure development and replacement.

Priorities for 2014-2015

Profile, Recognition and Awareness

4. Previous research has repeatedly demonstrated that Royal Holloway broadly has a strong academic offering but that its profile is relatively weak compared to competitors. In an increasingly competitive world for Home/EU undergraduate students (the largest single group of students at Royal Holloway), this position threatens the long-term financial health of the university. Whilst Council welcomes any measure to improve student recruitment, it would welcome also measures that build the university’s profile amongst key constituencies, in particular amongst schools, colleges, prospective students and their families, so that improved recruitment is sustainable in the medium and longer term.

Student Programmes and Experience

5. As well as increasing the university’s profile, Council would like to see the university review its range of academic programmes, to ensure that it is maximising the opportunities for student recruitment. The introduction of the new project management suite of programmes is an example of building on our strengths whilst offering highly relevant programmes to meet the needs of graduates and business.

6. Reputation itself is a collection of a number of complex measures and Council recognises that most of the university’s effort in this area will be addressing individual component measures such as National Student Survey results, entry tariffs, graduate employability etc; all areas in which further improvement will be welcome.
Research

7. During the course of 2014-2015, the results of REF 2014 will be published. The results of REF are critical to maintaining the position of the university in many league tables and a strong reputational measure is essential. Whilst the outcomes of REF 2014 are yet to be determined, it is clear that ‘impact’ will become an increasingly important element of future assessments. Council will welcome on ideas and plans to support the development of the impact agenda and thus help secure strong REF results in the future.

Income Growth and Cost Management

8. Financial forecasts clearly demonstrate the slowing of income growth in future years and, without action, movement towards increasing deficits. Deficits can be brought into balance by income growth and/or cost management and Council will expect both aspects to be carefully considered.

9. In order to meet the university’s strategic goals, ultimately it will be important to grow income. However this should not be a substitute for effective cost management that ensures best use of resources, maintaining front-line, student-facing services that impact important performance measures.

Infrastructure

10. Council recognises the challenge of balancing future income and expenditure and the inevitable pressure that this will put on capital budgets. However the lack of sufficiently high levels of capital expenditure on buildings, systems and other infrastructure has placed the university in a difficult position, restricting its ability to attract students, offer a high level of student satisfaction and has created operational problems.

11. Council wishes the university to continue to review and prioritise its capital needs so that these can be addressed as and when finance becomes available. If greater confidence can be achieved in stronger student recruitment, Council would welcome options and plans to accelerate infrastructure spend.

Staffing

12. With the introduction of the new strategic plan and greater emphasis being placed on how individual staff can contribute to the plan, the Council wishes to see greater alignment between its plan, performance review and pay and reward procedures, whilst also ensuring fairness and equity.

Governance

13. It is expected that the current governance review will have been completed by 2014-2015 therefore Council will expect a modest in-year review of how the new system is being implemented and any refinements to improve its operation.

Reporting

14. Council looks forward to receiving a report at its summer 2014 meeting, detailing how its priorities will be addressed through resource allocation and action plans, alongside the budgets and plans for the core activities of the university. Council will monitor performance against these plans using the agreed key performance indicators set out in the strategic plan and supporting documents.
## Title
Student Life

## Author
Mike Johnson  
(E) mike.johnson@rhul.ac.uk  (T) 01784 443011

## Type
For information

## Strategic context
Note: objectives cited are those as set out in the Royal Holloway Strategic Plan as agreed at College Council 26/06/2013  
Lead:
- Supporting development of student experience (Objective 3.2) through the creation and implementation of a full Campus Life programme  
- Reinforcing International student experience (Objective 3.5) through better integration of the international student community  
- Providing information and process to support academic departments in delivery of outstanding student experience (Objective 3.1) through joint working and supporting co-curricular experience

## Summary
Student behaviour and culture have shifted in response to a new fee regime and other external pressures; this programme must address the lack of self-sustaining groups, pressures on students, and will coordinate and build the student experience. Students are looking for the full university experience and not just a degree, and as a campus with a community feel, Royal Holloway is ideally placed to capitalise on this.

## Resource implications
Managed by the professional services planning round.

## Risk analysis
Failure to adequately address the student experience through a coordinated and evolved campus life programme will pose risk to student satisfaction and our ability to compete in student recruitment.

## Freedom of Information
N/A

## Next steps
Establish streams of activity, effectively market to current and prospective students, establish new management committee focused on all elements of the student experience and campus life outside of learning and teaching; i.e. sport, activities, residential life, campus community and culture.

## Effective date of introduction
Work to begin immediately for full implementation for 2014/2015 intake.
| Recommendation | For Information. |
Background

With the rise in fees to students, universities are further scrutinised not only in terms of their academic excellence and pastoral care but also in their ability to provide a vibrant student experience outside the classroom or academic department.

As a Campus University with a ‘captive’ student population and various bodies on campus providing activities, there is a huge amount going on with many opportunities for student participation available. However surveys point to dissatisfaction with social activity and extra-curricular provision at Royal Holloway.

There are increasing pressures on student time to enable part-time work and to develop critical transferrable skills through programmes such as the Royal Holloway Passport. Pressure on student time has impacted on many of the self-sustaining social groups that would otherwise form around halls of residence or common interests. In addition, student social behaviour is changing – the traditional desire for frequent and low-cost nights out and entertainment has been replaced with less frequent but more sophisticated demands.

We need to ensure we are providing a range of social and extra-curricular opportunities that meet student demand and provide opportunities to explore life outside their academic programme as fully as possible. We need to make these opportunities clear and accessible so that students can pursue long established interests as well exploring new ones.

What is needed

A coordinated “Campus Life” programme of events and activities that integrates the academic, residential and co-curricular spheres of students’ lives and combines existing and new activity (including supporting and marketing student volunteering, passport and Students’ Union activity), thereby linking the out of class experience to the academic mission of the College and incorporating the student’s intellectual, social, citizenship, and leadership interests with their future aspirations.

The idea behind the Campus Life Programme is to give form to the ‘University Experience’, to cement, and make completely available, the lifestyle that we want our students to enjoy. University should be a time of choice and choices, our students are hungry for new things, for activity and experiences, and this is reflected in responses to many different surveys.

To facilitate this and to realise the benefits of a joined up approach, we will consolidate existing residential support, social and wider student experience related activity into a single team to build upon current provision and to design and deliver a coordinated Campus Life programme.

The role of the student life team will be:

- To develop and implement a student life strategy (by linking together several other strategies where appropriate e.g. sport) that covers all aspects of the student experience outside (but clearly linked to) learning, teaching and employability.
- To act as a catalyst in the development of new streams of activity within the Campus Life Programme by nurturing student led initiatives and actively seeking opportunities for partnership within the local community.
- To support and complement the Students’ Union in representing student interests in all aspects of non-academic strategic planning including corporate and estates strategies.
- To support the work of the Strategic Development Unit in ensuring that student satisfaction is at the heart of institutional planning and that student feedback is responded to in coordinated and well communicated way.
- To take an overview of all service activity that does or might affect the student experience in order to make sure that our provision is joined up and efficient.
- To horizon scan and review what the College is not doing that would improve the student experience and to make relevant proposals to those responsible.
- To work with other professional services to develop a suite of tools by which any member of staff who has a key relationship with an individual or group of students can access information to assist them in ensuring their wellbeing e.g. personal tutors, academic coordinators, support and advisory services etc.
- To continue and develop existing residential support activity linked closely to the Campus Life programme that supports the identification and management of students at risk.
- To champion the development of systems that help identify students at risk of personal issues that may affect their experience and / or academic progress.

What the Campus Life Programme will look like: our emerging strategy.

Student Life should be about discovery, fascination and enjoyment, alongside the academic excellence and hard work that are required to attain a Royal Holloway degree, through a programme which fosters activities, skills development, cultural and social events whilst broadening intellectual horizons; our students will be better students, and better citizens, and Royal Holloway too will benefit, gaining a reputation for providing the best Student Experience, for providing the best of education both inside and outside of the classroom.

The Campus Life Programme must be underpinned by Communication, Activities, Development, and Support, otherwise the students will not be able to achieve all that they can in their time here. Three themes have emerged in the developing strategy for the Campus Life Programme, and the steps we need to take can be best expressed through these.

Theme 1: Campus & Communities

Campus should be the hub for all life on campus, an environment with a real ‘buzz’, where there should always be something going on, the student population is made up of many distinct-yet-fluid communities, and the events programme must cater to these communities, whilst encouraging them to interact and form new groups.

- We must acknowledge and celebrate multiple communities, getting students to realise they may fit into many (international, sporting, professional, departmental, etc)
- We need events to grow around more rounded communities, such as inter- and intra-mural events
- Campus needs to be constantly alive, and communications need to be continually updated so people know what is actually going on
- ‘Campus is dead’ times, particularly weekends, need to be addressed, alongside event areas where we lack adequate provision (alcohol-free events, cultural events etc)
- Communities need to be more accessible, and we need to be able to communicate to them more effectively, for example, through the use of internal student ambassadors, to act as gatekeepers to particular student communities that we’ve historically missed contact with.

Theme 2: Choice & Lifestyle.

This is the expression of the student experience, the way that students develop themselves and their interests, choosing how to form their time at University which will affect their lives beyond it.

- In recruitment of Students, we should use ‘Student Profiles’ to greater effect, highlighting the range of activities students can get involved in, example timetables, the importance of choice, and highlighting the importance of activities as a development opportunity
- Ensuring the message reaches students, that they should grab their university experience with both hands and make it their own, highlighting university as a time of discovery, of curiosity, of self-discovery, and of making lifestyle choices
- Emphasise throughout the university timeline the advantage of the student experience, not purely as an experience, but as a chance to develop, and appreciate that they are constantly developing new skills.
- Acknowledge and appreciate all aspects of the student experience, from the sporty entrepreneur, to the part-time thespian, the early birds, night owls and the give-it-a-go students; each of which are just different ways to get the most out of the environment and experience.

Theme 3: Experiences & Connections.

The wide range of activities that people can get involved in, the intellectual and diverse atmosphere and people that students will meet and develop lasting connections with.

- From Start of Session, engender the ‘melting pot’ atmosphere, coupled with saying that yes, university really is ‘the best time of your life’
- Focus on new events, especially enriching and broadening ones, utilize the wealth of talent and knowledge we have at RHUL, for example, theatre trip with a drama academic, layman’s lectures etc. Through these cultivate campus as a space of education outside of the classroom, where people can learn new things every day. Events can be targeted and articulated into streams such as:
  - Welcome and integration
    ▪ Pre-entry events alongside welcome and refresher events to ensure all students enjoy a smooth transition into College life.
  - Community building
    ▪ Hosting events to ensure students are given the opportunity to meet one another within and outside their immediate residences or communities.
  - Academic
    ▪ To ensure that the campus outside the classroom is a place of living and learning by encouraging students to engage with learning beyond their programme of study and to create, implement and share tools that foster academic success.
  - Internationalisation
    ▪ Supporting both the home and overseas student experience through the celebration and integration of all nationalities in a series of activities aimed at enhancing inter-cultural competency and knowledge.
  - Athletic and well-Being
    ▪ Ensuring that all students remain physically active and are able to do so outside the realm of competitive and organised sporting activities.
o Traditions
  ▪ Providing events such as formal balls and hall dinners that are truly unique to Royal Holloway and the university experience.

o Holiday celebrations & Culture
  ▪ Hosting a range of events that promote inter-cultural understanding, ensuring that all students feel connected to the College community, their own national communities and are given the opportunity to experience new and different celebrations and ideas.

o Excursions
  ▪ Providing students with the opportunity to travel across the local area and the UK with organised transportation and guides.

o Sustainability
  ▪ Ensuring that students feel ownership of and engage with the College’s sustainability agenda.

o Foster connections between students, their courses, their halls communities, and other communities on campus. Celebrate these and build them towards connections with the Alumni, Local Communities, and Staff.

o Ensure that support is there to make Students feel safe, and free to pursue interests whilst continuing in their quest for academic excellence.

A fully functioning Campus Life Programme should make the full student experience available to every student; and that isn’t to prescribe the experience for any individual. It is to make the full wealth of activity the university can support as accessible and open as possible, to ensure that every student is able to grab their experience with both hands and pursue their interests and develop themselves to the fullest.

The success of the programme will present us with rounded, developed and immensely employable graduates, who have gained the most they can from their experience, and will act as ambassadors for the type of person Royal Holloway can produce, our Campus, whilst continuing to be one of the most beautiful, will also have the best atmosphere for learning, play and curiosity, where excellence and activity is fostered, and that cannot but help attract the best students seeking to develop and enjoy themselves through their time at University.

Mike Johnson
Director of Student Experience
September 2013
<table>
<thead>
<tr>
<th>Title</th>
<th>Council Effectiveness and Statutes Review Project Board Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author</td>
<td>Christine Cartwright (E) <a href="mailto:christine.cartwright@rhul.ac.uk">christine.cartwright@rhul.ac.uk</a> (T) 01784 414079</td>
</tr>
<tr>
<td>Type</td>
<td>Update</td>
</tr>
<tr>
<td>Strategic context</td>
<td>Ensure governance structures are effective and efficient – 5.7a Implementing the outcomes of the 2013 Council Effectiveness Review</td>
</tr>
<tr>
<td>Summary</td>
<td>This update covers the first steps taken by the working groups of the Project Board and the implementation of further recommendations.</td>
</tr>
<tr>
<td>Resource implications</td>
<td>No new implications.</td>
</tr>
<tr>
<td>Risk analysis</td>
<td>Summary of the main risks associated with this proposal and risks associated with not proceeding with this proposal</td>
</tr>
<tr>
<td>Freedom of Information</td>
<td>N/A</td>
</tr>
<tr>
<td>Next steps</td>
<td>The working groups will continue to progress with the tasks delegated to them and the Secretariat will continue to implement recommendations.</td>
</tr>
<tr>
<td>Effective date of introduction</td>
<td>Immediate</td>
</tr>
<tr>
<td>Recommendation</td>
<td>The Council is asked to note this update.</td>
</tr>
</tbody>
</table>
1. Since the last meeting of Council, the Project Board has met on one occasion at which it discussed implementing further recommendations from the Effectiveness Review and considered options which will allow Council to better consider matters of strategic importance.

2. Due to difficulties in working around annual leave over the summer, the first meeting of the Statutes working group took place on 21 August. The group was pleased to welcome Professor Anne Sheppard to its membership and her insights were very helpful in discussing the fundamental principles of the Statutes which focus on supporting the people and the objects of the College whilst facilitating appropriate governing and management decisions.

3. The Statutes working group also discussed its purpose, which is not to review how the College conducts its activities but rather how those activities are expressed in the Statutes and to ensure that the final document is consistent with itself and the law.

4. The academic governance benchmarking work has now been completed, gaining responses from 17 institutions out of the 25 which were approached. The document has been passed to Anna Sendall, the Chair of the group, for her information and to act as a starting point for the work which they group will undertake. Anna has indicated that she would like to survey the members of Academic Board, including the six new members joining this autumn, to gain an understanding of the views held by those who sit on it prior to making any decisions or recommendations. This means the working group will not hold its first meeting until January 2014.

5. A meeting has been held with Pinsent Masons, appointed as legal advisers for the Statute review. At this meeting members of the Statutes group discussed how Statute review has been conducted elsewhere in the sector. The meeting provided a useful and knowledgeable steer on how to best codify the key principles which determine the ways in which the College operates.

6. Over the summer, the Secretariat has developed the induction programme for new members which comprises a half day covering major areas of importance to the College and a pack providing information about the institution and Council. This will be offered to all new members. A shared drive has also been created which will host Council agendas, minutes and papers and will allow members to access the documents at home. Starting with the November meeting, hard copies of Council papers will now only be available on request.
<table>
<thead>
<tr>
<th>Title</th>
<th>Council Effectiveness and Statutes Review Project Board Internal Communications</th>
</tr>
</thead>
</table>
| Author| Christine Cartwright  
(E) christine.cartwright@rhul.ac.uk  
(T) 01784 414079 |
| Type  | Update |
| Strategic context | Ensure governance structures are effective and efficient – 5.7a  
Implementing the outcomes of the 2013 Council Effectiveness Review |
| Summary | This paper provides a brief update on the communications approach adopted by the review project team |
| Resource implications | Increased time of Secretariat in offering open drop-in sessions |
| Risk analysis | The new communications approach is expected to improve the consultation process and its outcomes |
| Freedom of Information | N/A |
| Next steps | The project team will attend meetings of the Students’ Union early in the academic term and will continue to upload project documentation to the intranet as and when this becomes available |
| Effective date of introduction | Immediate |
| Recommendation | Council is asked to note the revised communications approach being adopted by the project team |
1. The Project Board continues to attempt to communicate with members of the College using clear and plain English. They have made use of the expertise of the Communications team in attempting to ensure that messages regarding the Project are clear and consistent.

2. It is anticipated that documentation produced by the working groups will be published on the Governance review website to ensure transparency about the process and the discussions which are had. Such documentation will be written in such a way that anyone who reads it should be able to understand and utilise it.

3. The project team (Emm Johnstone and Christine Cartwright) continues to attempt to encourage active participation in the consultation surrounding the Statute review and, after some reflection, has amended the approach taken. After considering that open meetings may be viewed as a potentially intimidating atmosphere in which to raise questions and engage in meaningful discussion, it has been agreed that the team and Rachel Knight will spend two afternoons per week throughout October in the staff dining area to enable staff to ‘drop-in’ and engage in an informal manner. The team has also spoken with the new Students’ Union Chair with a view to attending some of the early Students’ Union General Meetings to raise awareness of the project and provide answers to any questions that may be raised.

4. The project team are taking part in the “Discover our future” staff communications event on 19 September in order to offer further opportunities for staff to engage in the process of reviewing College statutes.
### Strategic context
Our People and Culture (5.7) – attempting to remedy the imbalance in the constitution of Academic Board is good governance and supports our academic priorities.

### Summary
This paper provides an update on the membership of Academic Board which follows on from paper which was withdrawn from the June meeting.

### Resource implications
None.

### Risk analysis
Summary of the main risks associated with this proposal and risks associated with not proceeding with this proposal

### Freedom of Information
N/A.

### Next steps
Academic Board will be consulted should it be felt that any further amendments to their membership would be beneficial.

### Effective date of introduction

### Recommendation
Council is asked to note the amendments to the membership and the ongoing work on this matter.
Council

Academic Board membership

1. The constitution of the membership of Academic Board is currently dictated by Statute 16 (1) (d) (ii) which requires the number of representative members to be equal to that of the number of elected and ex officio members. The representative members are the heads of the academic units while the ex officio members are the Principal, the Deputy Principal, the Vice- Principals and Deans, the Director of Library Services and the Director of Academic Services and Chief Information Officer. The elected members comprise both the members of Council who have been elected by the academic teaching staff and members of the academic staff who are elected to Academic Board from among their own

2. Currently, Academic Board is operating outside of the prescribed membership list due to the merger of the roles of Vice-Principals and Deans and the fact that the College does not currently have a Dean of Graduate Studies.

3. In an attempt to redress the balance within the membership of the Board, the initial proposal put to Council in June added one ex officio member and allowed for the election of two further members as Council's permission was needed to amend the election notice which had already been publicised.

4. At the meeting, the proposal regarding the ex officio membership was withdrawn after legal consultation indicated that following through with this action was inadvisable and a clear breach of Statute. This issue will be picked up by the working groups of the Council Effectiveness and Statutes Review Project Board and will report back to Council at a later date.
<table>
<thead>
<tr>
<th>Title</th>
<th><strong>Staff Engagement</strong></th>
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</thead>
<tbody>
<tr>
<td>Author</td>
<td>Cheryl Newsome Director of Human Resources <a href="mailto:cheryl.newsome@rhul.ac.uk">cheryl.newsome@rhul.ac.uk</a>  01784 443028</td>
</tr>
<tr>
<td>Type</td>
<td>For Information</td>
</tr>
<tr>
<td>Strategic context</td>
<td>Our People and Culture</td>
</tr>
<tr>
<td>Summary</td>
<td>The paper will outline the current mechanisms for staff engagement and some of the activities being undertaken to improve College staff, union and Management relations.</td>
</tr>
<tr>
<td>Resource implications</td>
<td>At this stage there are no financial implications. However resources will be identified to run an online staff engagement survey and a project team established to oversee its implementation.</td>
</tr>
<tr>
<td>Risk analysis</td>
<td>Poor staff, union and management relations will result in demotivated staff that are not engaged with the College, disrupting the efficient running of the College and diverting attention from the delivery of the new College Strategy.</td>
</tr>
<tr>
<td>Freedom of Information</td>
<td>N/A</td>
</tr>
<tr>
<td>Next steps</td>
<td>The Director of Human Resources in collaboration with College Executive colleagues will implement the actions outlined and report progress to Council in the spring term.</td>
</tr>
<tr>
<td>Effective date of introduction</td>
<td>Immediate and ongoing</td>
</tr>
<tr>
<td>Recommendation</td>
<td><strong>Council to note next steps</strong></td>
</tr>
</tbody>
</table>
Staff Engagement

1. Introduction

Effective staff engagement is essential if the College is to meet its strategic objective to develop a high performing, diverse and professional workforce. Work has been underway to review and improve staff communications and a number of mechanisms are in place to engage with staff at all levels of the College. In addition to the current consultation mechanisms within College, the recent launch of the College Strategy: Discover our Future, also provided the opportunity to consult with 600 staff about the strategic direction of the College.

Action is also being taken to improve management and trade union relations by establishing clear frameworks for engagement. Further details are provided below.

2. Current Staff Engagement Mechanisms

2.1 The College has a range of communication mechanisms for engaging with staff across college. These include:

- **iQuad** - Staff intranet site which is regularly updated with news stories, events, training courses, classifieds; plus standing information for and about departments aimed at staff.
- **Weekly ezine** - Every Monday an ezine message is sent to all staff, including a message from the Principal on key issues of note that week, along with links to other items on iQuad. Past Principal’s messages are stored on the intranet.
- **Fortnightly briefings** for heads of academic and professional services departments are produced, which updates them on key College Executive/PRC decisions and alerts them to changes in policy and practice.
- **Monthly Heads of Professional Services briefings** that facilitate the exchange of ideas and initiatives among Professional Services senior managers.
- **A monthly lunch** for heads of departments and heads of Professional Services to discuss new initiatives and discuss concerns about issues.
- **Surveys** - ad hoc on line staff surveys are also undertaken, including, in recent years, internal communications, perception and reputation, travel, childcare, College masterplan and brand development.
- **One off consultation meetings** - these have been held on a range of subjects and have either been large scale open invitation meetings, such as those held for the governance review, or smaller focus groups, such as those considering transport issues, or College reputation.
- **Major Events** - such as the Discover our future event to launch the College Strategy, provided the opportunity for staff to have an overview of the key themes within the strategy, as well as insight / input into the development of those activities that support the delivery of those objectives. It was also a successful networking opportunity that enabled staff to meet a cross section of staff who they would not normally meet.
- **Lync** - an instant messaging platform automatically linked to user’s Microsoft Outlook profiles has been implemented across college. It is an instant communication tool that facilitates communication between staff both individually and in groups and enables them to hold online meetings and share relevant documents. Significant benefits of Lync are real time collaboration and a streamlined approach to working with people across campus.

2.2 Consultation and feedback takes place at an individual and local level, including:
• Principal's surgeries - Once a month, the Principal advertises a two hour session where any member of staff can book time to come and talk to him individually. These meetings are a success and regularly taken up by staff.

• Open meetings - once a term, open meetings are held for all staff to hear from the Principal and other senior managers on College plans and progress and to ask questions.

• Department newsletters - these are used particularly in Campus Services where there are a high number of mobile staff without access to a desk. The newsletters are monthly and focus on both service specific and College wide issues.

• Yammer - we have a College account on Yammer, the social networking for business site. This allows users (mainly those from professional services) to collaborate with other departments, share information, seek ideas or feedback and raise the visibility of their work.

2.3 Following the launch of the College Strategy, work is underway to review the feedback received on the initiatives displayed as well as the event itself. In particular, focus groups comprising of a range of staff at all levels and from across all departments in College will be used to develop the key themes that have come out of the consultation on the People and Culture theme. From an initial review the main areas for further exploration are recruitment, performance and staff development. An update on these areas will be provided at a later date.

2.4 After a review of this major event, work will also be undertaken to develop and implement a staff engagement survey. The aim of the survey will be to assess staff engagement with the new College strategy and their understanding of their role in the delivery of strategic objectives. It will also be used as a benchmark for future progress. The Director of Human Resources and the Director of Communications and External Engagement will develop a project plan and team to implement the survey, in consultation with the College Executive.

2.5 As part of the restructuring of the Communications team, a position of Change Communications Officer has been created, to provide dedicated communications support to major change projects. This post will ensure that the key messages from projects are communicated to staff and feedback obtained using a variety of communication channels.

3. Academic Staff Engagement

In addition, academic staff have the opportunity to participate in decision making and the management of academic issues. All departments have teaching and research committees which feed into their departmental boards. Issues raised by these boards are considered at faculty boards and feed into Academic Board matters. Additionally, academic members sit on other representative groups in College such as faculty teaching and research groups, IT and Library user groups.

4. Trade union relations

The College recognises the UCU, Unite and GMB trade unions. In recent years relations in particular between UCU and management have been strained. However, work is underway to establish a recognition agreement with each of the recognised trade unions and discussions to date have been progressing well. It is hoped that these will be agreed by all parties by the end of the autumn term. Discussions are also being held with ACAS for them to develop and deliver a joint training programme for management and union representatives to improve communications and engagement. The Director of Human Resources is also arranging introductory meetings with trade union representatives in order to build a collaborative working relationship.

5. Next Steps
5.1 The range of staff communication mechanisms provide the opportunity for staff at all levels across the college to engage with the College's strategic objectives. The use of these mechanisms will be reinforced by senior managers and regular feedback sought on their effectiveness.

5.2 Action is also being taken to align individual academic and professional services departmental plans to the new College Strategy. This is being done by revising planning templates to focus departments on developing five year plans that support the delivery and implementation of the new strategy. The planning template includes sections that reflect the various themes within the strategy so that departments set their objectives to support the delivery of the College’s strategic priorities.

6. Summary

In summary, the following key actions going forward, to continue to develop staff engagement across College will be:

1. Discussions to be held between the Director of Human Resources and Director of Communications and External Relations to develop a project plan for the development and implementation of a staff engagement survey by April 2014.

2. Focus groups to be established to follow up on the consultation of the People and Culture theme at the College Strategy day, to develop an HR / People Strategy.

3. The Director of Human Resources to conclude introductory meetings with union representatives and build relations.

4. Union recognition agreements to be finalised with each of the recognised unions by December 2013.

5. Joint management and union training by ACAS to facilitate communication between union representatives and management, to be undertaken in the autumn term.

6. Senior Managers will continue to be tasked with consulting with staff on key issues and encouraging staff to engage with the various staff communication mechanisms.

7. Rollout of the planning templates as part of the business planning cycle

Council are asked to note the current position and planned work outlined in the paper.
<table>
<thead>
<tr>
<th>Title</th>
<th>Freedom of Speech policy</th>
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</thead>
<tbody>
<tr>
<td>Author</td>
<td>Simon Higman</td>
</tr>
<tr>
<td></td>
<td>(E) <a href="mailto:simon.higman@rhul.ac.uk">simon.higman@rhul.ac.uk</a> (T) 01784 414927</td>
</tr>
<tr>
<td>Type</td>
<td>College Policy</td>
</tr>
<tr>
<td>Strategic context</td>
<td>N/a</td>
</tr>
<tr>
<td>Summary</td>
<td>This paper proposes a revised version of the College's Freedom of Speech policy.</td>
</tr>
<tr>
<td>Resource implications</td>
<td>N/a</td>
</tr>
<tr>
<td>Risk analysis</td>
<td>Without a robust Freedom of Speech policy, the College is not well-equipped for dealing with such situations as they arise.</td>
</tr>
<tr>
<td>Freedom of Information</td>
<td>N/a</td>
</tr>
<tr>
<td>Next steps</td>
<td>The policy will be implemented</td>
</tr>
<tr>
<td>Effective date of introduction</td>
<td>Immediate</td>
</tr>
<tr>
<td>Recommendation</td>
<td>Council is asked to approve the policy</td>
</tr>
</tbody>
</table>
Council
Freedom of Speech policy

Freedom of Speech
A Code of Practice issues by the College Council in accordance with the Education (No.2) Act 1986, Section 43

Preamble
The College is committed to the principles of free enquiry and of free speech within the law. These principles mean that vigorous debate is proper and acceptable and that the College must tolerate a wide range of views and opinions on social, economic, political and religious issues, however unorthodox, unpopular, uncomfortable, controversial or provocative. However, any event or speaker which creates an environment of fear, harassment, intimidation, verbal abuse or violence in reference to any of the protected characteristics outlined in the Equality Act 2010 is likely to be unlawful.

These principles give rise to an obligation on members of the College individually and in groups to respect other members and groups and not to interfere in or seek to hamper or curtail the legitimate activities or affairs of other individuals or groups. This mutual respect is fundamental in a university community and confers rights on members of the College to be able to conduct their affairs free from unlawful or improper interference. Royal Holloway has a duty to give effect to, to enforce and to promote these principles, rights and obligations in order to ensure for all members of the College – staff and students – both free speech and freedom from intimidation, harassment and fear.

Scope of the Code of Practice

1. This Code of Practice applies to any meeting (this definition shall be extended to all activities and gatherings of people) where there is demonstrated potential difficulty for a speaker to enter or leave College premises safely and/or to deliver their speech.

2. The requirements of the code apply to all members of the College, both staff and student, and of the Students’ Union.

Requirements of the Act

3. The Education (No.2) Act 1986 requires every individual and body of persons concerned in the government of a higher education institution to take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured for members, students and employees of the institution and for visiting speakers.

4. The Act also requires that, as far as is reasonably practicable, the use of the facilities of the institution is not denied to any individual or group of persons on any ground connected with the belief or views or that individual or group or the policy or objectives which they may hold.

5. The Act requires the governing body of an institution to issue a code of practice which establishes the procedures to be followed by members of the institution regarding meetings held on the premises which fall under the purview of this Code, and the conduct required in connection with these meetings.

6. Every individual and body of persons concerned in the government of the institution, including the members of the Students’ Union, is required to take such steps as are reasonably practicable (including where appropriate the initiation of disciplinary measures) to ensure that the Code of Practice is complied with.

Requirements of the Code of Practice

7. Where a meeting which falls under the scope of paragraph 1, it is the responsibility of the organisers to identify that this is the case and then consult the Code. Should the College learn of any meeting which it feels falls within the scope of paragraph 1, the College Secretary may
subject this meeting to the requirements of the Code. The College Secretary will inform the organisers of the meeting of this decision, stating the reasons as to why the decision was made.

8. When the meeting is organised by more than one individual or by a collective group of people, one person must be appointed as the principal organiser in order to simplify communication with the College. The principal organiser must give the College Secretary a minimum of three weeks' written notice of a meeting which falls under the scope of paragraph 1; only in exceptional cases will the College Secretary accept less than three weeks' notice.

9. The organiser must provide details of the date, time and place of the meeting, the topic to be discussed, the name of the speaker and whether the meeting is to be private or open to the public. It should be noted that as College premises are private premises, all meetings which take place therein are classed as private, unless the public is expressly invited to attend.

10. The College has identified certain venues on campus which have been approved as safe venues in which to hold meetings which fall within the scope of paragraph 1. Any room choice must be pre-approved by the Security Manager.

11. The principal organiser of a meeting which falls under the scope of paragraph 1 must book one of the agreed rooms either through Sales and Marketing or Timetabling depending on the room and the time of day it is required. This should preferably be done before notice of the meeting is given to the College Secretary. If all of the agreed rooms are already booked, the meeting may have to wait until one of the rooms becomes free.

12. Should a meeting need to be kept confidential within the College until nearer the date of the meeting, it is advised that the principal organiser contacts the College Secretary as early as possible. The College Secretary will offer advice as to how best to proceed with the meeting.

13. The College Secretary will respond to the principal organiser in writing within one week of receiving notice of the meeting. Where the College Secretary withholds permission for College premises to be used, they will state their reasons. Where permission is granted, the College Secretary may attach any conditions which they consider necessary for the fulfilment of the College's legal obligations to protect and secure freedom of speech.

14. These conditions may include, but are not limited to, a requirement that tickets must be issued where a meeting is open to the public; or that an adequate number of stewards must be provided by the organisers and that the College Secretary must be satisfied about their suitability; or that members of the College Security staff must be present to help keep order; or that a member of the College's staff, appointed by the College Secretary, must be present as a ‘controlling officer’. The requirements may also concern the admission or exclusion of the public or representatives of the media. The organisers are expected to comply fully with all such conditions.

15. The College Secretary may, at their discretion, consult with the police about any meeting under the scope of paragraph 1 and, if appropriate, attach further conditions. These may include a requirement for the meeting to be declared public (which would allow for police presence); or they may arrange for College staff to take complete responsibility for security arrangements.

16. If the College Secretary is not satisfied that adequate arrangements to keep order can be made, with the result that the speaker would not be able to enter or leave College premises safely and/or deliver their speech, the College Secretary may at the outset refuse permission for a meeting or later withdraw permission already given.

17. The principal organiser may appeal to the Principal against the whole or part of the College Secretary's decision. The Principal's ruling will be final.

18. At the meeting, there shall be a Chair who is responsible for conducting the meeting. The Chair must keep order and, as far as is possible, ensure that the speaker and the audience act within the law. The Chair should issue warnings when unlawful conduct occurs and, should such conduct continue, can enforce the removal of the offender(s) with the assistance of any security or police officers in attendance. Should a meeting become out of control, the ‘controlling officer’ placed by the College shall take charge and close down the meeting. If no ‘controlling officer’ is
present, any security officers present will take charge, acting on information which they will have previously been given by the Security Manager or on their own initiative. If a ‘controlling officer’ or security officer is not present, the Chair should send a member of the organising group to seek help from the security staff at their normal post.

19. College premises must be left clean and tidy after meetings. Should any additional cleaning or repairs be required after a meeting, the organisers may be charged accordingly. Payment in advance, or evidence of the ability to pay, may be required before a meeting takes place.

**Invitation of speakers**

20. In the case of speakers invited by students acting independently of their academic department, speakers must come at the invitation of the Students’ Union. Speakers may not be invited by a student or students acting individually.

21. In the case of speakers invited by staff acting independently of their department, academic or professional services, speakers must come at the invitation of a recognised collective body (i.e. a Faculty or a College-recognised trade union), the Chair of which should have been consulted and given formal approval, or from the appropriate Head of Department or Service.

22. In the case of speakers invited by a member of staff or student acting on behalf of their department, academic or professional services, or on behalf of a society formally recognised by the department, the Head of Department should have been consulted and given formal approval.

23. In the case of meetings organised by the Council, speakers may be invited by the Council as a group or by one or more individuals. Individuals must consult the Chair or, in their absence, the Vice-Chair of Council for approval.

24. In the case of meetings held when College premises are hired by external organisations, the contract between the College and such external organisations shall make clear that speakers must abide by the provisions of this Code.

**Sanctions**

25. Failure to observe the requirements of this code or of any conditions laid down by the College Secretary will make the student(s) or staff concerned liable to disciplinary action by the College. In the case of students, the Student Disciplinary Regulations will apply.

**The Role of Council**

26. All meetings for which the use of College premises is granted or withheld under this Code will be reported to the Council.

27. The Council will review this Code every five years.
### Title
A proposal regarding Council committees

### Author
Simon Higman  
(E) simon.higman@rhul.ac.uk  (T) 01784 414927

### Type
Report from Council Executive

### Strategic context
Section 5.7, ensuring our governance structures are effective and efficient

### Summary
This paper draws Council’s attention to a proposed change in its Committee structure

### Resource implications
Less time from Secretariat to administer a further Committee meeting

### Risk analysis
No risks are posed to good governance

### Freedom of Information
N/a

### Next steps
All further meetings of Nominations Committee will be cancelled and business absorbed into existing Council Executive meetings

### Effective date of introduction
Immediate

### Recommendation
Council is asked to approve the changes to its Committee structure
Council
A proposal regarding Council committees

1. At the meeting of Council Executive on 23 September 2013, the possibility of merging Nominations Committee with Council Executive was discussed. The remit of Nominations Committee changed in June 2011 with the last Committees Review, when the decision was taken that from that date on, Council Executive would consider nominations for Honorary Awards.

2. The present Terms of Reference for Nominations Committee charges the committee with: the maintenance of the Skills Register; recommending potential lay member appointments to Council; managing the appointment and election of the Chair and Vice-Chair; finding and co-opting individuals to Committees where necessary; and having oversight of the election process for elected members of Council.

3. It is considered that Council Executive has the capacity, and its members have the necessary skills, to take on the duties of Nominations Committee alongside the existing tasks given to Council Executive.

4. Council Executive is aware that the two committees differ slightly in membership, and this must be addressed. Currently, the membership of Nominations Committee includes a Faculty Dean, and there is one lay member on Nominations Committee who does not sit on Council Executive.

5. The Secretary has considered the implications of merging these two committees and advises that it poses no risks to good governance. The skills set required in Nominations Committee, as laid out in its Terms of Reference, is entirely compatible with that required in Council Executive, and the additional workload placed on Council Executive in considering nominations is small and likely to remain so.

6. The Terms of Reference for Council Executive and Nominations Committee are attached as an appendix, as is the proposed new version of Council Executive’s Terms of Reference.

6. As Statute 14(3) requires Council to approve changes to membership and terms of reference of their Committees as well as approve their dissolution, Council is asked to approve the changes to its committee structure.


COUNCIL EXECUTIVE

Membership 7
Quorum 4

Chair The Chair of Council

Ex officio The Vice-Chair of Council
The Chair of the Audit and Compliance Committee
The Chair of the Finance Committee
The Principal

Other members Two further lay members of Council

In attendance College Officers by invitation

Secretary The Registrar and Secretary

Meetings per year At least 3 formal meetings per year. May meet informally for discussion only.

Purpose

• To provide a forum for high level discussion of important sensitive or urgent issues
• To make decisions between Council meetings as agreed by the Council
• Strategic planning, monitoring and review

Terms of Reference

1. To discuss and consider plans and strategy, subject to Finance Committee’s prime responsibility for budget setting
2. To monitor overall implementation of College plans
3. To review progress against the Strategic Plan
4. To discuss and shape the agenda for Council meetings
5. To appoint lay members to Council Committees, including the Chair of the Student Discipline Committee and to co-opt suitable external people to Council Committees where necessary
6. To appoint Chairs of Council Committees excluding those elected by the Council as defined in the Statutes or College Regulations
7. To make recommendations to Council for Honorary Degrees (on the advice of Academic Board) and Honorary Fellowships
8. To review the Register of Interests
9. To review the Statement of Primary Responsibilities for Council members
10. To review the College’s policy on Conflict of Interest
11. To review and recommend to Council, changes to the College’s regulations and Statutes
12. To review and recommend to Council, changes to Council Committees and terms of reference
13. To review the training needs of Council members and approve training activities
14. To advise the Chair on matters relating to Council members
15. To oversee Council effectiveness reviews
16. To review the Schedule of Delegation
Devolved Powers
• Appointment of lay and co-opted members to Council Committees
• Appointment of Chairs of Committees excluding those elected by the Council

The Committee may make decisions by circulation or email at the request of its Chair

Reports to
• The Council, via the minutes of the formal meetings

Committee reporting to this Committee
• None

Effectiveness Review
Three yearly, to evaluate business covered and the Committee’s contribution to the role of the Council in ensuring the effective management of the College.
# NOMINATIONS COMMITTEE

**Membership 7**

<table>
<thead>
<tr>
<th>Role</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chair</strong></td>
<td>The Chair of the Council</td>
</tr>
<tr>
<td><strong>Ex Officio</strong></td>
<td>The Vice-Chair of the Council, The Principal, The Registrar and Secretary, One Faculty Dean</td>
</tr>
<tr>
<td><strong>Other members</strong></td>
<td>Two further lay members of Council</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>The Governance Assistant</td>
</tr>
</tbody>
</table>

**Meetings per year**

As required but at least one

**Purpose**

- To find and recommend lay members for Council

**Terms of Reference**

1. To maintain a skills register of Council members
2. Having regard to the balance of skills and experience required and the need to draw from as wide a constituency as possible, to make recommendations to the Council for new members of the Council
3. To manage the process for the appointment and election of the Chair and Vice-Chair of Council, involving others as necessary. To make recommendations to Council on the election of both these positions
4. To locate and co-opt suitable outsiders for Council Committees at the request of the Council Executive
5. To maintain a skills register of Council members
6. To have oversight of election processes for elected members of Council

**Devolved Powers**

- To co-opt suitable outsiders for Council Committees

**Reports to**

- The Council through its minutes and as necessary
Committees Reporting to this Committee

• None

Effectiveness Review

Three-yearly, to review business covered, to consider how effectively it has contributed to finding suitable lay members for Council and to make such changes as may be necessary.
COUNCIL EXECUTIVE

Membership 7

Quorum 4

Chair
The Chair of Council

Ex officio
The Vice-Chair of Council
The Chair of Audit and Compliance Committee
The Chair of Finance Committee
The Principal

Other members
Two further lay members of Council

In attendance
College Officers by invitation

Secretary
The Registrar and Secretary

Meetings per year
At least 3 formal meetings per year. May meet informally for discussion only.

Purpose

• To provide a forum for high level discussion of important, sensitive or urgent issues
• To make decisions between Council meetings as agreed by the Council
• Strategic planning, monitoring and review

Terms of Reference

1. To discuss and consider plans and strategy, subject to Finance Committee’s prime responsibility for budget setting
2. To monitor overall implementation of College plans
3. To review progress against the Strategic Plan
4. To discuss and shape the agenda for Council meetings
5. To appoint lay members to Council Committees, including the Chair of the Student Discipline Committee and to co-opt suitable external people to Council Committees where necessary
6. To appoint Chairs of Council Committees excluding those elected by the Council as defined in the Statutes or College Regulations
7. To make recommendations to Council for Honorary Degrees (on the advice of Academic Board) and Honorary Fellowships
8. To review the Register of Interests, the Statement of Primary Responsibilities for Council members, the College’s policy on Conflict of Interest and the Schedule of Delegation
9. To review and recommend to Council, changes to the College’s regulations and Statutes
10. To review and recommend to Council, changes to Council Committees and terms of reference
11. To review the training needs of Council members and approve training activities
12. To advise the Chair on matters relating to Council members
13. To oversee Council effectiveness reviews
14. To maintain a skills register of Council members
15. To make recommendations to Council for new members of the Council based on the balance of skills and experience of the existing members
16. To manage the process for the appointment and election of the Chair and Vice-Chair of Council, involving others as necessary and to make recommendations to Council on the election of both these positions.

17. To have oversight of election processes for elected members of Council

**Devolved Powers**

- To co-opt suitable outsiders for Council Committees
- To appoint lay members to Council Committees
- To appoint Chairs of Committees excluding those elected by the Council

The Committee may make decisions by circulation or email at the request of its Chair

**Report to**

- The Council, via the minutes of formal meetings

**Committees reporting to this Committee**

- None

**Effectiveness Review**

Three yearly, to evaluate business covered and the Committee’s contribution to the role of the Council in ensuring the effective management of the College.
<table>
<thead>
<tr>
<th>Title</th>
<th>Annual Health Centre Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author</td>
<td>Dr Gero Baiarda</td>
</tr>
<tr>
<td>Type</td>
<td>Report from Health Centre.</td>
</tr>
<tr>
<td>Strategic context</td>
<td>3.2 Deliver a high quality student experience, meeting the needs of our students.</td>
</tr>
<tr>
<td>Summary</td>
<td>This paper reports the developments in the service provided to students by the Health Centre in the last year.</td>
</tr>
<tr>
<td>Resource implications</td>
<td>None</td>
</tr>
<tr>
<td>Risk analysis</td>
<td>No risks</td>
</tr>
<tr>
<td>Freedom of Information</td>
<td>N/A</td>
</tr>
<tr>
<td>Next steps</td>
<td>N/A</td>
</tr>
<tr>
<td>Effective date of introduction</td>
<td>N/A</td>
</tr>
<tr>
<td>Recommendation</td>
<td>For information</td>
</tr>
</tbody>
</table>
This was Dr Gero Baiarda’s seventh year as Senior Medical Officer, having taken over from Dr Alan Mills in 2006. This has proven a year of considerable change in the Health Centre, the majority of which has been positive but it would also be fair to say that some changes are still works in progress. There have been a number of key staff and organisational changes, as I will expand upon later in this report.

As was the case last academic year, new patient registrations took place at the beginning of the first term and, happily, most of the new patient registrations took place in Freshers’ Week. You may recall that we had a problem with new patient registrations five years ago due to the decision to put registration documents online rather than including them in the postal packs sent to students. After discussion with the Student Services at the end of the academic year 2007-2008, it was agreed that the Medical Questionnaire would again be printed by the College and included in the Welcome Pack for all students in Campus accommodation. This has led to early successful registrations in previous years and, happily, this was the case again this academic year.

The number of consultations with a Doctor dropped this last academic year to 4281 from 4986 the year before. There has been a small increase in nurse consultations to 8449 from a previous total of 8283. In my opinion, the dedicated sexual health clinic, combined with the general health promotion we have pursued vigorously at the Health Centre, are largely responsible for the overall trend in reduction of consultations with our clinical staff but there are other important factors. We used to have a great many students consulting with us for priority for accommodation and extenuating circumstances. The University has largely taken this non-clinical work back and Alex Stanton deals with the majority of these cases, only consulting with the Health Centre in the more difficult or equivocal cases. We have also had a very gratifying outcome for our students who require cognitive behavioural therapy, in that we have arranged for ‘Talking Therapies’ to host clinics in the Health Centre every Monday. This has also reduced the burden on our clinical staff. This notwithstanding, I have no doubt that our students are consulting far more appropriately and are much less likely to present with self-limiting conditions than they were even five years ago.

The upshot of this is that we are more able to give direct pastoral support to our students. I believe that our nurses are doing a very good job of triaging the level of intervention required by each student and are dealing with the majority of minor ailments themselves.

Staff

The last academic year has been a time of major upheaval in our Nursing staff. Late in 2012, we became increasingly concerned by some important aspects of the performance of our Nurse in Charge, Sister Debbie Potts and, after appropriate disciplinary proceedings, we felt that her continued employment was no longer compatible with and in the best interests of the level of service we provide to RHUL and took the decision to discontinue her employment with immediate effect in January 2013. We stayed in close contact with the University throughout this
process but, in short, we felt that Sister Potts was concentrating solely on the pastoral care of a handful of students at the expense of the care of the student body as a whole. We also found evidence that a disproportionate number of consultations with students were being dealt with by her three Nursing colleagues, rather than by Sister Potts herself. This was an immensely disappointing outcome for us, as Sister Potts had started so well, had 20 years of experience in the Royal Navy and was more than qualified to deal with exactly the student population we have at RHUL.

I met with Christopher Butler and Helen Groenendaal in January 2013 to discuss the reorganisation that was necessary following Debbie Potts’ departure. Our previous experience has been that the recruitment of nursing staff qualified to the level required to head the Nursing team at RHUL has been extremely difficult. Therefore, rather than immediately trying to find a direct replacement for Sister Potts, we instituted a rotational system of Nurse on duty, based on our remaining three Nursing staff, while we took stock of what further recruitment decisions were needed.

To aid in this process, we audited how our students were using Nurse time and, as a consequence of our research, initiated a new Nurse appointment system. The reason for this change was that there were two distinct peaks of demand for Nurse appointments - late each morning and afternoon - yet fewer Nursing staff. We hoped that by instituting a system of pre-booked Nurse appointments, students could still be seen in a timely but far more organised manner.

However, it soon became clear that the rotational duty Nurse system was too complicated. Following a further meeting with Chris and Helen, we appointed our Nurse Practitioner, Sue Harman, as Lead Nurse in March 2013 to simplify the line of communication between the University and the Health Centre. She has undergone extensive medical training and is qualified to diagnose conditions and prescribe medication. She has settled well into her new role, is extremely competent clinically and administratively and there has been no repeat of the concerns we had with her predecessor. Her input to the weekly Vulnerable Students meetings has also proved invaluable.

The new appointment system was not an instant hit with our students but, even before Sister Potts’ departure, the combination of a growing student population at RHUL and the previous system of ‘turn up and wait’ was leading to increasing delays between arrival at the Health Centre and consultation with a Nurse. It also led frequently to the situation where our Nursing staff was inundated with work at certain times of day and yet the Health Centre was virtually deserted at others. Increasingly, our students are verbally appreciative of the fact that their consultations are not rushed and that they can reliably anticipate when they will be seen. Clinically we have seen a decrease in the number of students making repeated consultations for the same illness or condition (often within a few days) since the institution of this system. An appointment system is the way in which clinicians are accessed in the overwhelming majority of Health Centres and we felt strongly that it was no longer practical to delay making the long overdue jump to pre-booked appointments for all clinical staff.

We have been grateful for the continuing dedication and excellent level of care provided by Fiona Thomas and Carol McKenna throughout this transitional time. They are both very popular with students. Sadly, Fiona Thomas has given notice that she will be leaving us for personal reasons.
unrelated to the organisational changes implemented and we are currently advertising for two new members of Nursing Staff to replace her. By making two appointments, we hope to future-proof the Health Centre against increasing demand for, at least, a few years.

Sadly, our much respected and liked colleague, Dr Fiona Buxton, also gave notice this year due to personal health reasons. She will be much missed by her colleagues and the students to whom she has provided so much support over the years and we wish her well. We will be covering her clinics with existing Medical staff.

On a happier note, Dr Laura Dickinson became a Partner at the Practice in May 2013 after a year as a Salaried Doctor. She is affable, knowledgeable and enthusiastic and offers high-level contraceptive services to our students, including coil and contraceptive implants. Her input has been well received by her colleagues and our students alike.

**Staff Training**

Nursing staff attended the following courses over the year:

- Support and advisory services away-day
- Chlamydia
- Travel Health
- Emergency care including Cardiac Resuscitation
- In house training for new staff

**Physiotherapy**

We have taken on a new permanent physiotherapist, Carolyn Everett, after her predecessor Jon Cooke gave notice so that he could participate in the Olympic Games in London. She has provided an excellent level of care since Jon’s departure. There was a slight increase in the number of physiotherapy attendances from 289 last year to 329 in the 2012/2013 academic year and this continues to be a popular service, much valued by students.

**Sexual Health Clinic**

This has continued to be very popular with our students and has lightened the burden on medical and nursing appointments for other matters. There have been 204 attendances in the last academic year, which represents the clinic having been attended to almost full capacity. The Sexual Health Clinic takes place every Wednesday afternoon during term time and is run by our experienced Sexual Health Nurse, Louise Watts. The clinic provides help and advice with all sexual health matters, as well as providing contraception services.

**Psychiatry**

There was a small increase in consultations over the year to 88 from a previous 79. Our present psychiatric service arrangement was established in 2004/2005 and is based at St Peter’s Hospital, Chertsey. Unfortunately, nothing seems to have been straightforward this last academic year and
we had to meet with the St Peter’s Mental Health team in March this year to make them aware of our objections to their planned reduction of CPN and psychiatric input to the College which had resulted from their own internal reorganisation and cutbacks. I informed them, in no uncertain terms, that such a situation was unacceptable to us and the University, that it would endanger our students potentially and made them aware that I was looking seriously into switching our Mental Health provision to an alternative provider if they failed to alter their plans significantly. I went so far as to meet with the East Berkshire Primary Care Chief Executive and established beyond any doubt that we could access any and all services we might require from the Abraham Cowley Mental Health Unit at Heatherwood should the need arise.

The response to this from St Peter’s was immediate and overwhelming and they have not only pledged, but also implemented, increased CPN and psychiatric input and support. This has been invaluable, as is reflected in the 125 consultations the CPNs have had with students during 2012/2013; a slight decrease from the 139 of the previous year. The GPs continue to rely on the CPN to thoroughly assess those students about whom they have the greatest concern and they have been very helpful in subsequently bringing to the attention of psychiatrists those students that particularly require their services, whilst providing support and advice to students with less severe psychiatric ailments.

We have regular Mental Health Meetings at the College, typically once every term, and there continues to be a high demand for the counselling service provided by the College. These meetings provide us with a forum in which to discuss those students with more serious mental health issues and to decide upon a joint strategy for them. Depression, frequently with underlying anxiety, continues to be the main reason for psychiatric referral.

We continue to be in the unique position of having Eating Disorder support on site in the form of CPN Sarah Plumley and are delighted with the care our students with eating disorders receive. She saw 56 patients this year, a number almost identical to the 59 she saw the previous year.

**Psychology**

It seems that a lot of the demand for mental health provision continues to be borne by our resident Psychologist, Mrs Elspeth Bawtree, who was kind enough to increase her term time provision of psychology by two hours a week in 2010/11. The psychology attendances to her clinics have dropped slightly to 135 from 166 the previous year and this reflects Elspeth’s intention to concentrate on the most complex cases and give them longer appointments, if necessary, without needing to worry about an escalating waiting list. Psychology has been, and remains to be, a very good way of dealing with mental health issues, without resort to medication, and has proven both cost and time-effective. Elspeth’s input is further supported by the presence of the Cognitive Behavioural Therapy Clinic, ‘Talking Therapies’ which is hosted at the Health Centre each Monday. Less complicated cases are seen in this clinic, allowing Elspeth the capacity to concentrate on the difficult patients.

**New Clinics**

We listened to how our students felt that the Health Centre could be improved in User Group meetings and, as a direct consequence of their suggestions, are presently in negotiation to set up
an STI (Sexually Transmitted Illnesses) Clinic at Royal Holloway. This would allow our students to be tested and treated for sexually transmitted illnesses without leaving the Campus.

**Saturday Morning Clinics**

This is a Nurse-run clinic but students and their parents appear to appreciate the fact that it is there should they need it more than they actually use it. It is useful for the occasional student who feels that a whole weekend is too long to wait for a medical opinion but, on average, one or two students are seen in every two-hour clinic. I would suggest that this is not a cost-effective use of nursing time and will be meeting with Christopher Butler and Helen Groenendaal soon to explore alternative avenues by which we can continue to provide support for our students on a Saturday morning. One possible suggestion is an ‘on call’ nurse, although we are happy to continue the present system, if the University should so choose.

**Accommodation & Special Exam Requirements**

During several meetings and email discussions in 2010/2011, I formulated templates in conjunction with Christopher Butler and Alex Stanton for those medical conditions which require consideration for special exam requirements and accommodation. In the case of accommodation particularly, this has proved invaluable in standardising the approach to students amongst the Doctors, as a shortage of accommodation had seen a vast increase in the number of students we were seeing who were attempting to attain a College residence on medical grounds, often with a very spurious cause. This is no longer the case and we are grateful to Alex Stanton for her continuing work and the reduction on our non-medical workload.

**Users’ Group**

The group met three times over the year and there were no major issues between student representatives and the Health Centre. In fact, we had excellent feedback with regards to our Sexual Health Clinic and Saturday morning surgeries.

**Comments on Service**

There were no written complaints during the 2012/2013 academic year. Very rewardingly, there were frequent verbal thanks and thank you cards given by the students to the medical and nursing staff at the Health Centre for various forms of help and support. There were some mixed reviews on the Student Barometer and I would suggest that this was unavoidable in a year of so many changes, including a complete upheaval of the appointment system. However, we take all feedback very seriously and I will be discussing all student comments, and how to respond to them appropriately, with Christopher Butler and Helen Groenendaal early next month.

Dr Gero Baiarda  
September 2013
**Title** | **New Council Induction Pack**
---|---
**Author** | Christine Cartwright  
(E) Christine.cartwright@rhul.ac.uk  
(T) telephone 01784 414079
**Type** | Covering note for the pack
**Strategic context** | 5.7 Ensuring governance structures are efficient and effective as properly preparing Council members for their roles is crucial for the good governance of the College
**Summary** | The Council Induction Pack provides new members of Council with a wide range of information about the College, their role as a governor and trustee and the Higher Education sector among other topics.
**Resource implications** | Time from the Secretariat in the future to administer the Induction half day programme.
**Risk analysis** | N/a
**Freedom of Information** | n/a
**Next steps** | This will be put into place for all members starting from this point on.
**Effective date of introduction** | Immediate
**Recommendation** | Council are asked to note the Pack.
Council

New Council Induction Pack

Council members have only received on this occasion, the electronic version of the Induction Pack in order to save resources. Should any member wish to receive a hard copy of the document, please email secretariat@rhul.ac.uk to let us know. Once the document has been approved and finalised, all Council members will receive a bound and glossy version of the pack.

This is the opportunity for all Council members to raise any questions they have regarding the pack and make any contribution they feel would be beneficial.
<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Council Strategy Days Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Author</strong></td>
<td>Paul Layzell</td>
</tr>
<tr>
<td></td>
<td>(E) <a href="mailto:paul.layzell@rhul.ac.uk">paul.layzell@rhul.ac.uk</a></td>
</tr>
<tr>
<td></td>
<td>(T) telephone 01784 443033</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>Draft schedule</td>
</tr>
<tr>
<td><strong>Strategic context</strong></td>
<td>Crucial in assisting Council’s understanding and guidance of the College Strategy</td>
</tr>
<tr>
<td><strong>Summary</strong></td>
<td>This provides members with a first look at the Council's Strategy Days schedule.</td>
</tr>
<tr>
<td><strong>Resource implications</strong></td>
<td>Time from Secretariat to administer</td>
</tr>
<tr>
<td><strong>Risk analysis</strong></td>
<td>No risk; information only.</td>
</tr>
<tr>
<td><strong>Freedom of Information</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Next steps</strong></td>
<td>The final elements will be confirmed by the Secretariat.</td>
</tr>
<tr>
<td><strong>Effective date of introduction</strong></td>
<td>The Strategy Day on 27 November 2013</td>
</tr>
<tr>
<td><strong>Recommendation</strong></td>
<td>Council are asked to note this.</td>
</tr>
</tbody>
</table>
Context

In June 2013, Council finalised its strategic plan covering the next 5-8 years; the document sets out the ambition and development priorities of the university and will act as a template against which day-to-day decisions can be benchmarked and determined. However, the higher education world is changing rapidly and the university needs to consider the changing ways in which the strategy can be delivered, in particular how modest growth can be achieved in student numbers to ensure stable finances. The opening presentation from the Chief Executive of UCAS will identify the challenges within the home/EU student markets. With these considerations in mind, this year’s away day will then focus on exploring two possible growth scenarios, to identify their relative merits and risks.

Programme

Day 1: 27th November 2013
Joint meeting between Council, the College Executive, Senior Managers and SU Executive

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
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| 10.00 | Arrival
       Refreshments available                                              |          |
| 10.30 | Welcome and Introduction                                                |          |
| 10.40 | Presentation on the Changing Student Recruitment and Admissions Environment
       Mary Curnock Cook, Chief Executive, UCAS                           |          |
| 11.30 | Group Discussion and Feedback                                           |          |
| 13.00 | Lunch                                                                   |          |
| 14.00 | Growing Student Numbers- Exploring Opportunities: On Campus
       Options, considerations, benefits and risks around creating a new academic activity deliver on campus
       Professor Bob O’Keefe, Dean of Management and Economics            |          |
| 15.30 | Break                                                                   |          |
| 16.00 | Growing Student Numbers- Exploring Opportunities: International
       Options, considerations, benefits and risks around developing a greater delivery of programmes overseas
       Professor Rob Kemp, Deputy Principal                               |          |
<p>| 17.30 | Break                                                                   |          |
| 18.45 | Drinks reception                                                        |          |
| 19.30 | Dinner                                                                  |          |</p>
<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>9.15</td>
<td>Training Session</td>
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<tr>
<td>10.15</td>
<td>Break</td>
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<td></td>
<td>including Council photograph</td>
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<td>10.45</td>
<td>Council Meeting</td>
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<td>1.00</td>
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<tr>
<td>Title</td>
<td>Minutes of Audit and Compliance Committee</td>
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</tbody>
</table>
| Author | Rachel Knight  
(E) Rachel.knight@rhul.ac.uk  
(T) telephone 01784 414088 |
| Type | Report for information |
| Strategic context | |
| Summary | The minutes of Audit and Compliance Committee July 2013 |
| Resource implications | n/a |
| Risk analysis | n/a |
| Freedom of Information | n/a |
| Next steps | To be published |
| Effective date of introduction | Immediately |
| Recommendation | Council are asked to note the paper |
AUDIT & COMPLIANCE COMMITTEE

Minutes of the Twenty-Fifth meeting of the Audit & Compliance Committee held on 25th July 2013

Present: Mr D Spence (Chair)
          Mr M Newlands

Apologies: Mrs C Wilson
           Professor P Layzell (Principal)

In Attendance: Mr S Higman (Secretary and Registrar)
               Mr G Robinson (Director of Finance)
               Mrs J Febry (Deputy Director of Finance)
               Mrs K Trinder (Internal Audit Manager)
               Mr V Sharma (Internal Audit Manager, Grant Thornton) (until item 5.3)
               Mr D Sloan (Grant Thornton) (until item 5.3)
               Mr T Whitfield (Grant Thornton) (until item 5.3)
               Mr R Evans (Deloittes) (Item 6 onwards)
               Mr J Aston (BDO Partner)
               Professor B O’Keefe (Project Chair) (Until item 3.1)
               Mrs R Knight (Deputy College Secretary) (Secretary)
               Mrs H Baker (Governance Assistant) (Notes and actions)
1. **MEMBERSHIP & TERMS OF REFERENCE**

   It was NOTED that Stephen Cooksey's term of office on Council ended on 30th June 2013. Another lay member had been approached and was expected to be appointed to the Committee before the next meeting in November 2013.

2. **MINUTES**

   It was NOTED that the minutes of the last meeting held on 12 February 2013 (M13/01 - M13/35) were confirmed by circulation on 13 March 2013.

3. **MATTERS ARISING**

   3.1 It was NOTED that the Committee received an update about the finance system progress on 6th June 2013 (ACC/13/10) and RECEIVED an update on the finance system (ACC/13/13).

   The Project Board met on Wednesday 24th July 2013 and approved the comprehensive sign-off list; the system was scheduled to go live as planned on 1st August 2013. The control issues referred to in the Grant Thornton report had been considered by the board, and they were satisfied that the risks had been considered and appropriate contingencies were in place. One key issue remained, which related to the delay in completion of the interface between the finance system and the student portal. The Committee discussed this risk and were satisfied that the problem related to the presentation of information outside the finance system rather than a process within it, and therefore would not impact on the Go Live decision.

   It was acknowledged that the project team had worked well to deliver the project within the tight time scale. The project would continue until the end of December 2013.

   3.2 It was NOTED that the Committee received a copy of the Key Information Set action plan on 26th February 2013, and on 4th March College received a letter of closure from HEFCE which stated that they were satisfied with the action plan.

   3.3 The Committee RECEIVED a written assessment from Information Services regarding the decision not to implement the password policy (ACC/13/12).

   It was NOTED that the document provided detailed assurance that the implementation of a password policy on all systems had been fully documented and assessed in response to the recommendations made in the 2012 External Audit Management letter. BDO provided some comments on the Password Policy which would be communicated to the IT service.

   3.4 The Committee RECEIVED an oral update from the Secretary and Registrar regarding the Council Effectiveness Review.

   The Committee received assurance that the Review had followed the guidance produced by the Committee of University Chairs and had examined how well Council functioned, including whether meetings allowed sufficient discussion and whether information was appropriately presented. The Project Board had agreed that the College Statutes needed to be looked at in depth to support the outcomes of the Effectiveness Review. The Statutes were subject to Privy Council approval, which required consultation. This was currently ongoing and the College had engaged legal advice to support the process.
3.5 No further matters were arising from the minutes.

4. COMPLIANCE

4.1 Research Ethics Committee

The Committee RECEIVED a summary of the meeting held on 5th February 2013 (ACC/13/14).

The Committee DISCUSSED the ethical issues related to each project, and noted that these were not clear from the summary.

4.2 Fraud register

The Committee RECEIVED a fraud investigation report regarding a student who had provided a fraudulent A level certificate in order to gain entry to the College (ACC/13/25).

The student had entered through clearing and had received an 'AAB' bursary of £1000. The students' registration had been terminated for non-payment of fees. It had been noted that some original paperwork produced by students who entered through clearing was not checked, and the College was currently exploring a requirement for all clearing students to produce their original certificates before the commencement of their studies.

The Committee NOTED that the decision to prosecute the student had been referred to the AQA (Assessment and Qualifications Alliance). The Committee received a summary of all the circumstances surrounding this student, which were discussed in relation to the risk register.

The Committee REQUIRED the Internal Audit Manager to update the Committee on the implementation of the recommendations at the next meeting in November.

4.3 Data protection breach

The Committee RECEIVED a report about a data protection breach which had been reported to the Information Commissioner's Office (ACC/13/16).

The breach had occurred after papers regarding three student disciplinary matters were accidentally sent to the wrong recipients. Two of the three papers had been recovered unopened, and the Information Commissioner's Office was satisfied with the measures the College had taken both to contain the breach and to prevent a similar incident in the future.

5. INTERNAL AUDIT REPORTING

5.1 The Committee RECEIVED the Internal Audit Manager's Report (ACC/13/17).

The Internal Audit Manager highlighted key issues in the report. The final audit from the 2011 - 2012 audit plan had been issued for management response. It had been delayed by a combination of factors, including annual leave. The audit related to the period prior to the introduction of the College Project Governance Framework, which had resolved the recommendations related to project schedules and timing.

The Committee welcomed the reduction in the number of outstanding recommendations and NOTED the new colour scoring which reported all amber and red recommendations made by Grant Thornton as significant. The Committee were encouraged that management responses were much improved.
It was NOTED that it was not feasible to introduce detailed financial account codes to assist with the reporting of Scope 3 carbon emissions, but that the College had appointed a consultant to consider other ways to achieve detailed reporting (M13/20).

The Committee NOTED that the fraud related to the library book sale (M13/20) had been resolved by Amazon and the book had been returned to the College.

5.2 It was NOTED that the Committee received an interim update from Grant Thornton by circulation on 21st June 2013 (ACC/13/11) regarding the status of audits completed and currently underway.

5.3 The Committee RECEIVED a report from Grant Thornton, the Internal Auditors 2012-13 (ACC/13/18).

The report included the following audit summaries: Estates Framework, Corporate Governance, Finance System Project Management, Value for Money Arrangements, Procurement, Key Financial controls Summary Update.

In addition it was NOTED that the Research Excellence Framework audit fieldwork was underway and no concerns had arisen to date.

The Committee DISCUSSED the Value for Money (VfM) Arrangements audit summary. Several initiatives were implemented by the College to ensure that Value for Money was obtained, including the Project Governance Framework, and the Planning Cycle. However, HEFCE required the College to demonstrate VfM more explicitly by formalising evidence and sharing it with the Committee. Other institutions had introduced a VfM policy framework which captured both the financial as well as the intangible aspects of VfM. The policy framework should not be burdensome or drive the wrong behaviour, but should enable the College to gain credit for the VfM activity that was underway. The Committee questioned the rating of the finding as 'medium', but was reassured that the rating reflected that the College had demonstrated that it could gather the information when required.

The Committee REQUIRED the management responses to the VfM Arrangements audit as soon as possible.

The Committee DISCUSSED the Procurement audit which had rated one finding related to disclosure of interests as 'high'. The new Central Procurement Unit had improved consistency in procurement practices across the College, but further improvements were required. There was some disagreement regarding whether the unit should 'police' procurement practices, but it was acknowledged that there had been positive change over the past year which should continue and develop into the future.

The Committee DISCUSSED progress against the 2012-13 audit plan. Concerns were raised about the timing of the fieldwork for the audit of Student Recruitment and REQUIRED Grant Thornton to discuss this with the Secretary and Registrar to ensure a productive audit which would inform the formation of the new Admissions unit.

It was NOTED that the Committee expects to receive the following audit summaries before or at the next meeting in November: Risk Management Framework, Student Recruitment, Financial Planning and Monitoring, Student Experience, Marketing, and Data Integrity.
6. INTERNAL AUDIT MATTERS

6.1 It was NOTED that the Chair had received a letter from the outgoing Internal Auditor for 2011-12 which confirmed that the Internal Audit Annual Report 2012 should be accepted as the statement to Council in accordance with section 52 of the HEFCE financial memorandum (M13/27).

6.2 The Committee RECEIVED a report of the procurement recommendation to appoint Deloittes as the Internal Auditor for 2013-14 onwards (ACC/13/19).

6.3 The Committee RECEIVED the draft Internal Audit Plan 2013 - 14 (ACC/13/20).

It was NOTED that members of the Committee had already met Deloittes to discuss how the transition between Internal Audit Service providers would be managed. The change had been communicated to College Executive and the Directors of Professional Services and a further College-wide announcement was being considered for the start of the new academic year. The Internal Audit Plan for three years from 2013 - 14 would be prepared by the end of September 2013. Deloittes explained their assurance process which incorporated live risk management and provided the Committee with an example audit report.

The Committee REQUIRED the draft Internal Audit Plan to be agreed by circulation before the November meeting. They would receive the first three full reports, after which the full reports would be circulated by exception only. The Internal Audit Manager would be given access to Deloittes audit software. Further access for Committee members would be discussed.

7. EXTERNAL AUDIT MATTERS

7.1 The Committee RECEIVED the External Audit fees for the year ending 31 July 2013 and an update on the Letters of Engagement and Representation (ACC/13/21).

The Letter of Engagement was valid for three years so no new document was required.

The Committee APPROVED the External Audit fees for the year ending 31 July 2013.

7.2 The Committee RECEIVED the External Audit Strategy (ACC/13/22).

It was NOTED that there had been no change to either accounting standards or reporting requirements, including those expected from the Charity Commission regarding public benefit reporting. The change in the College finance system meant that there would be no controls based assurance, but that this would be completed next year. The key areas that had been highlighted were common to the sector and none of the significant risks were particular to the College.

8. FINANCIAL MATTERS


It was NOTED that the publication of the HE SORP (Statement of Recommended Practice) had been delayed.
9. **RISK MANAGEMENT**

The Committee RECEIVED an updated of the Strategic Risk Register (ACC/13/24). It was NOTED that responsibility for the oversight of the register had moved to the Strategic Development Unit who were also responsible for the College Strategy. The register was overseen by the College Executive, which was chaired by the Principal to ensure that the key risks reflected the concerns of both senior managers and the Principal. The next stage was to consider a risk management training programme for staff, particularly managers.

10. **COMMUNICATION**

The Committee AGREED that the appointment of Deloitte as the Internal Auditor for 2013-14 onwards should be widely communicated throughout the College and that the Strategic Risk Register would be published internally with the College Strategy.

11. **DATE OF NEXT MEETINGS**

The next meeting will be Thursday 7 November 2013 at 10am in the PMR

12. **ANY OTHER BUSINESS**

Mr Newlands sent his apologies for the November meeting
<table>
<thead>
<tr>
<th>Title</th>
<th>Health &amp; Safety Assurance Minutes</th>
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<tbody>
<tr>
<td>Author</td>
<td>Hilary Baker</td>
</tr>
<tr>
<td></td>
<td>(E) <a href="mailto:Hilary.baker@rhul.ac.uk">Hilary.baker@rhul.ac.uk</a> (T) telephone 01784 276244</td>
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<tr>
<td>Type</td>
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<tr>
<td>Strategic context</td>
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<tr>
<td>Summary</td>
<td>The minutes of Health &amp; Safety Assurance Committee June 2013</td>
</tr>
<tr>
<td>Resource implications</td>
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<tr>
<td>Risk analysis</td>
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<td>Freedom of Information</td>
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<td>Next steps</td>
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<td>Effective date of introduction</td>
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<tr>
<td>Recommendation</td>
<td>Council are asked to note the paper</td>
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Minutes of Health & Safety Assurance Committee held on Monday 24th June 2013 at 11.00 am in Meeting Room E139

Present: Mrs Margaret Jack (Chair), Mrs Chris Shoukry, Mr Mark Newlands (via conference call)

In attendance: Professor Paul Layzell, Mr Simon Higman, Professor Paul Hogg, Professor Katie Normington, Professor Bob O’Keefe, Mr Matt Purcell

With: Mrs Hilary Baker

1. MEMBERSHIP AND TERMS OF REFERENCE

It was AGREED that point 1 should include reference to health and safety compliance. Also that point 4 bullet point 2 should include details of incidents that could pose significant risk.

It was DISCUSSED whether the Health & Safety Assurance committee was the appropriate forum for sustainability issues to be raised.

The Committee AGREED that Revised Terms of Reference should be considered by Council Executive

2. MINUTES OF PREVIOUS MEETING

The Committee APPROVED the minutes of the previous meeting held on 16th April 2013.

The Committee AGREED that an actions list should be provided with future minutes.

3. MATTERS ARISING FROM THE MINUTES

It was NOTED that the Registrar and College Secretary hoped to have the name of a contact from a local company who could offer advice to the Committee for the next meeting.

4. MINUTES OF HEALTH & SAFETY CONSULTATIVE COMMITTEE

The Committee RECEIVED the minutes of the meeting held on 6th June 2013.

It was NOTED that the role of the consultative committee was to consult with staff in departments and keep them up dated on Health & Safety issues. The minutes of the Health & Safety Consultative Committee were written for the benefit of that committee to reference their decisions and would not necessarily provide assurance to this Committee.

5. TARGETS & ACTION PLANS

The Committee RECEIVED a paper outlining suggested information sets to be provided to inform the Committee’s annual review of Health & Safety performance at the June meeting of the committee.

The Committee reviewed the suggested scoring system for levels of health and safety
compliance within departments. It was noted that as there was already a similar system used for risk management issues it would be beneficial for health & safety reporting to be aligned with this.

The Committee REVIEWED the information provided and noted that the number of accidents appeared low considering the size of the institution. It was important that staff and students realised the significance of reporting even minor incidents. The Committee discussed the importance of health and safety awareness and how people could be encouraged to engage with issues and the training provided. It was noted that health and safety issues could be covered under the more general topic of health and wellbeing. The Equality & Diversity Steering Group was looking at introducing themed days or weeks and health and wellbeing would be included in this. The Health & Safety Director confirmed that there was no reason to believe that incidents had not been reported and that staff in departments were clear about the procedures for reporting incidents.

The Committee noted that for major building projects the responsibility for health & safety lay principally with the third party contractors carrying out the work although potentially the College could be drawn into a prosecution. The procurement selection process for contractors should provide reassurance that adequate health & safety safeguards were in place. It was noted that the College also had no formal jurisdiction over health and safety issues in the Students’ Union which could also carry a reputational risk for the institution.

6. STUDENT HEALTH & SAFETY ISSUES

The Committee RECEIVED a verbal report on student health & safety issues.

Placements

It was reported that due to the increase in availability of work/study placements a significant amount of work had been carried out with RHI looking at health & safety issues in international placements. Similar work was now ongoing with the Careers Service in relation to UK based work placements.

Driving Policy

The new driving policy had raised issues about the College’s duty of care to students who drove under College instruction. A scoping exercise was being carried out to assess the scale and nature of these activities. Driving requirements could range from transport to theatre trips to driving abroad for field trips.

7. FIRE AT WETTONS TERRACE

The Committee RECEIVED a verbal update on the fire at Wettons Terrace. It was noted that the building had been in use by the International Study Group at the time of the fire and that the fire had raised issues about the way the building was managed. Action was now being taken to address lessons learnt.

8. ANY OTHER BUSINESS

The Committee noted that this was Margaret Jack’s last meeting. Thanks were recorded for her work in chairing the Committee.

It was NOTED that Chris Shoukry had been asked to take on the role of Chairing the Committee.

It was NOTED that a further lay member would be required.
DATE OF NEXT MEETING

20th February 2014 in the Principal’s Meeting Room.
Minutes of the Meeting of Council - Wednesday 2 October 2013

Present:  Mr Stephen Cox (Chair)  Professor Paul Layzell
Mr Paul Blagbrough  Mr Jeremy McIlroy
Mr John Brannan  Ms Sarah Moffat
Professor Clare Bradley  Mr Mark Newlands
Mr Alex Cadier  Professor Anne Sheppard
Mr Gurpreet Dehal  Mr Amarbeer Singh
Professor David Gilbert  Mrs Chris Shoukry
Mrs Christine Goodyear  Mr David Spence
Mr Majid Hawa  Mrs Sarah Tyacke
Mrs Margaret Jack  Ms Colette Wilson

Apologies:  Mr Iain Ross

In attendance:  Ms Helen Coleman  Director of Communications and 
External Relations
Professor Rosemary Deem  Vice Principal Education
Professor Rob Kemp  Deputy Principal (Planning, Resources and Partnerships)
Mrs Cheryl Newsome  Director of Human Resources
Professor Katie Normington  Vice Principal (Staffing) and Dean of 
Arts and Social Sciences)
Professor Bob O'Keefe  Vice Principal (External Engagement) 
and Dean of Management & 
Economics
Mrs Julia Roberts  Director of Strategic Development
Mr Graeme Robinson  Director of Finance
Mr Simon Higman  Registrar and Secretary
Mrs Pauline Martin  Governance Support Officer
Mrs Rachel Knight  Secondary Minutes

Observer:  Mr Alan Bradshaw  UCU Observer

1  MEMBERSHIP

NOTED that the following members started their terms of office 1 October 2013:  

Mr John Brannan – a re-elected non-academic member of staff whose term of office shall run until 30 September 2016.  
Ms Sarah Moffat – an elected non-academic member of staff whose term of office shall run until 30 September 2016.  
Professor David Gilbert – an elected member of staff from the Academic Board whose term of office shall run until 30 September 2016.

Mr Amarbeer Singh Gill – President of the Students’ Union
Mr Alex Cadier – elected student representative
The Chair welcomed the new members to the meeting.
NOTED the membership of Council

NOTED that this would be the last meeting of Council attended by Mrs Sarah Tyacke who has served on Council since January 2004. The Chair thanked her for her very substantial contribution to the College during her time on Council.

2 CONFLICT OF INTEREST
NOTED that a member was a Senior representative of the GMB Union.

NOTED that a member was the Equality officer of the UCU and had an equal pay claim against the College.

3 MINUTES
AGREED the following amendment to the minutes of the meeting 26 June 2013:

- 13/224 to remove “and that UCU had agreed this deadline”

With this amendment the minutes were signed.

4 MATTERS ARISING FROM THE MINUTES

13/145 Link with the University of London
NOTED the new logo launched at the Discover our Future day retains the link with the University of London.

13/212 Equality Impact Assessment
DISCUSSED that there was a discrepancy in that Human Resources had not identified any unfairness in the College policies and procedures for selecting staff although it was reported that there had been a 5% difference in favour of selecting men for the Research Excellence Framework. The procedure for repeating surveys was explained and accepted. The first survey identified a 5% difference which was not reflected in a subsequent survey.

College Strategy
RECEIVED a printed version of the College Strategy

5 UNSTARRING OF ITEMS
No items were unstarred.

6 PRINCIPAL’S REPORT
RECEIVED a report from the Principal (CL/13/54)

The Higher education environment and student numbers
NOTED that the higher education environment was changing and student numbers and admissions continued to fluctuate. Effective planning and organisation of the admissions clearing process by the Deputy Principal and the team maximised student intake. Initial numbers would be available at the Council Strategy Days when the programme would focus on the changing market and exploring opportunities for growth.
Finance
NOTED that the end of year audit had started, reporting to Finance Committee and Audit Committee in due course and finally to Council in November. The outturn was in line with the report to Council in June.

Student Experience
NOTED that the National Student Survey reported overall student satisfaction at Royal Holloway was up 1% having increased by 1% annually for the last five years. At 89% satisfaction the result compares well to the sector average of 85%.

Research Income
NOTED that research income exceeded budget, at over £22m, and was a College record in 2012-2013. Recent awards suggest the College continues to perform well.

Professional Services
NOTED that the Chief Information Officer and Deputy Registrar would oversee Campus Services following the resignation of the Director of Campus Services.

Estates
NOTED the newly appointed Director of Estates should take up the appointment in mid-November and the successful completion of the Founders residence refurbishment.

A detailed question about the expenditure in academic departments was raised and referred for individual discussion.

The Chair thanked the Deputy Principal for the successful organisation of the admissions process.

7 COLLEGE STRATEGY
7.1 RECEIVED a report (CL/13/55) on the Discover Our Future event.

NOTED that the event was well attended with a balanced staff representation across academic, professional services, technical and support staff. Feedback indicated that a high proportion of staff felt they understood the strategy and indicated a demand for an annual event.

7.2 RECEIVED the draft Planning Letter (CL/13/56)

NOTED the purpose of the letter which was to advise on those areas of the Strategic Plan that Council saw as the priorities for the year 2014–2015 and in which Council expected to see progress.

DISCUSSED the importance of research and quality of teaching in the reputation of the College and the importance of a partnership between the College and the Student Union to enhance the student experience.

AGREED the letter subject to changes to reflect the above points.

NOTED a budget and operational plan for 2014-2015, based upon the letter, to be brought to the June 2014 meeting of Council.
7.3 RECEIVED a report on Student Life (CL/13/57)

NOTED that a Directorate of Student Experience had been established to focus activity on improving the quality of the student experience in terms of enhanced social and extra-curricular activities outside academic programmes. It is anticipated that the Student Experience team would work with the Student Union to coordinate activities and to identify and address gaps with the objective of improving standards.

AGREED that Council welcomed the partnership between the Student Experience Directorate and the Student Union.

8 GOVERNANCE
RECEIVED an update on progress of the Council Effectiveness and Statutes Review Project (CL/13/58) and an update on internal communication regarding the Statutes Review (CL/13/59)

9 ACADEMIC BOARD
RECEIVED an amended proposal regarding the membership of Academic Board (CL/13/60)

NOTED that an election to appoint a new Academic Board member would be required in order to maintain the balance between ex officio and elected members as required by the Statutes. Academic Governance was currently under review.

10 STAFF ENGAGEMENT
RECEIVED an update on the current relationship between the College management, staff and trade unions (CL/13/61)

NOTED that effective engagement with staff at all levels was the key to delivery of the new College Strategy. A range of staff engagement mechanisms were in place. These include consultation and feedback and further opportunities for academic staff engagement and improved trade union relations. Key actions were identified to continue to develop staff engagement across the College.

Council noted the report as a positive step forward and welcomed the new Director of HR.

11 FREEDOM OF SPEECH
RECEIVED the revised Freedom of Speech Policy (CL/13/62)

NOTED that the 1986 Education (no.2) Act Universities and Colleges required a Freedom of Speech Code of Practice to be issued by College Council.

AGREED to change the word “tolerate”, line 2 to “enable”. Amended copy to be circulated to Council.

12 COUNCIL COMMITTEES
RECEIVED a proposal regarding the merger of Council Executive Committee and Nominations Committee (CL/13/63)

NOTED that the purpose of the proposal was the efficient execution of Council business and that both Committees required similar skills.

DISCUSSED the Terms of Reference of the Nominations Committee with particular regard for the inclusion of a Dean on the Committee.
AGREED that Nominations Committee would be merged with Council Executive and a Dean would be present when considering Nominations Committee matters.

13  REPORT OF DECISIONS TAKEN BY THE CHAIRMAN
NOTED that in the absence of a permanent Chair of the Student Discipline Committee the Chair agreed to the following appointment:
Mr Jeremy McIlroy as Chair of a meeting of the Student Discipline Committee on 30 September 2013.

14  REPORT OF DECISIONS TAKEN BY CIRCULATION
NOTED that no decisions have been taken by circulation since the last meeting.

REPORTS
15  RECEIVED a report from the Health Centre on the previous year ( CL/13/64)
16  RECEIVED the proposed induction pack for new members ( CL/13/65)
17  RECEIVED the schedule for the Council Strategy days on Wednesday 27 and Thursday 28 November ( CL/13/66)
18  RECEIVED the minutes of the meeting held on 25 July 2013 ( CL/13/67)
19  RECEIVED the minutes of the meeting held on 24 June 2013 ( CL/13/68)
20  NOTED Nominations Committee met on 2 October. The minutes from this meeting will be available at the Council meeting on 28 November 2013.
21  NOTED Council Executive met on 23 September. The minutes from this meeting will be available at the Council meeting on 28 November 2013.
22  NOTED the following Committees have not met since the last meeting of Council:
Equality & Diversity Committee
Finance Committee
Remuneration Committee

23  SEALING OF DOCUMENTS
NOTED that the following documents have been sealed since the last meeting:
Project Order Form to proceed with the refurbishment of the Boiler House between RHBNC and Willmott Dixon.
Delivery Agreement between RHBNC and Faithful+Gould Ltd for providing advice and review of scope for town planning services and running mini tender competition; engaging the chosen town planning consultant and providing any subsequent services and surveys arising from the Masterplan project required to meet the objectives of RHBNC.
Project Order Form for pre-construction activities regarding the Boiler House between RHBNC and Willmott Dixon Interiors Ltd.
Delivery Agreement between RHBNC and Faithful+Gould Ltd incorporating the NEC3 Professional Services Contract.
Project Order Form for pre-construction activities regarding the Boiler House between RHBNC and Willmott Dixon Interiors Ltd.

24  AOB
NOTED that at the Council Executive meeting 23 September instructions were given for discussions to be held regarding the appointment of a Chair for the Equality and Diversity Committee.
DATE OF THE NEXT MEETING

NOTED that the next meeting of Council would be held on Thursday 28 November 2013 at 10.45am as part of the Strategy days held at Cumberland Lodge, which itself would start on Wednesday 27 November 2013 at 10.00am.

Signed: Date

Chair of Council
AGENDA
For the meeting to be held on Wednesday 2 October 2013 at 5pm in Windsor Building 002-003

RESERVED AREA OF BUSINESS

25. MINUTES
To confirm the minutes of the previous meeting held on 26th June 2013 (M13/01-M13-04)  Attached

26. MATTERS ARISING FROM THE MINUTES
To consider any matters arising from the minutes, not elsewhere on the agenda.

27. HONORARY AWARDS
To receive and approve recommendations for Honorary Awards 2014  CL/13/69
   CL/13/70

28. ANY OTHER BUSINESS
To consider any other business
RESERVED AREA OF BUSINESS

Present:
Mr Andy Alway
Mr Paul Blagbrough
Mr John Brannan
Professor Clare Bradley
Mr Stephen Cox (Chair)
Mr Gurpreet Dehal
Mrs Christine Goodear
Dr Jackie Hunter
Mrs Margaret Jack

Professor Paul Layzell
Mr Richard Mallett
Mr Jeremy McIlroy
Mr Mark Newlands
Mr Iain Ross
Professor Anne Sheppard
Mr David Spence
Ms Colette Wilson
Professor Johannes Zanker

Apologies:
Mr Stephen Cooksey
Mr Majid Hawa

Mrs Sarah Tyacke

With:
Mr Simon Higman
Mrs Hilary Baker

Registrar and Secretary
Governance Assistant

Observers:
Miss Christine Cartwright

Governance Assistant

1. MINUTES OF MEETING HELD ON 23rd NOVEMBER 2012

Equality Impact Assessment (M12/34)

NOTED that a query was raised as to whether an equality impact assessment had been conducted for the proposed redundancies in the School of Modern Languages. 13/01

REQUIRED to check with Human Resources whether an equality impact assessment had been carried out. 13/02

APPROVED the minutes subject to the query above. 13/03

2. ANY OTHER BUSINESS

There was no other business. 13/04

Signed

Date

Chair of Council
<table>
<thead>
<tr>
<th>Title</th>
<th>Recommendations for the Conferral of Honorary Degrees in 2014</th>
</tr>
</thead>
</table>
| Author | Secretariat  
(E) secretariat@rhul.ac.uk  (T) 01784 443899 |
| Type | Agreement from Council Executive and Academic board to recommend  
Council to approve the conferral of Honorary Degrees. |
| Strategic context | 1.1c Boost the visibility of our academic profile. |
| Summary | Recommendations for the conferral of two Honorary Degrees at the  
summer graduation ceremonies in 2014. |
| Resource implications | N/A |
| Risk analysis | N/A |
| Freedom of Information | Confidential until further notice |
| Next steps | Advise Academic board of the decision made by Council. |
| Effective date of introduction | 2014 |
| Recommendation | The Council is asked to approve these recommendations |
Recommendations for the Conferral of Honorary Degrees in 2014

1. The Council Executive and Academic Board agree to recommend the conferral of two Honorary Degrees at the summer graduation ceremonies in 2014 on

   • Ms Jasmin Vardimon - reputed choreographer
   • Professor Lynne Frostick – eminent geologist

2. Further details on the candidates are provided in appendix A.

3. The Secretariat of the University of London has confirmed that these two individuals are eligible for the award of an Honorary Degree.

4. The Council is asked to approve these recommendations.

5. Members are asked to note that the nominees are not aware that their names have been put forward and this information should remain confidential, whatever the Council’s decision, until further notice.
Ms Jasmin Vardimon

For over thirteen years, Jasmin Vardimon has directed an innovative and increasingly high profile dance theatre company in the UK, the Jasmin Vardimon Company. Recent productions such as *Lullaby* (2003), *Park* (2005), *Justitia* (2007), *Yesterday* (2008), *7734* (2010) and *Freedom* (2013) have proved so popular that the company regularly fills large scale dance venues such as Sadler’s Wells Theatre. This accommodates increased audience demand for Vardimon and her collaborators’ specific style of work, which is layered, emotionally raw and physically daring. The company tours nationally and internationally to packed houses and has recently extended its schedule beyond Europe to include Israel and North America with dates planned in 2013 for New York, New Jersey, Philadelphia, Texas and Canada. Vardimon has won acclaim through choreographing for both her own company and for commissioned work including, most recently, *Home* (2012) as part of Opera Shots with composer Graham Fitkin for the Royal Opera House. She was the choreographer for the ROH production of *Tannhauser*, (2010) which won the Royal Philharmonic Society award in the best Opera and Musical Theatre category. The quality of her work has been recognised through gaining the Jerwood Choreography Award, the Jerwood Foundation’s ‘Changing Stages’ Award and the London Arts Board’s New Choreographers Award and she is an associate artist at Sadler’s Wells. She is currently working on a new full length work called ‘Freedom’ which will receive its world premiere this autumn.

Vardimon has had a long association with Royal Holloway Department of Drama and Theatre through teaching (with company members) on the Post Graduate Certificate in Physical Theatre for Actors and Dancers for the last four years. All the teaching and preparation for the classes and assessments are undertaken each year by Jasmin Vardimon and her company members with close contact with the convenor Dr Libby Worth. This results in a dynamic and creative series of modules for postgraduate dancers and actors who are proficient in their field. One student from this course was accepted onto the professional company training, one performed in professional work by a company member and one student was taken into the JVC Company and is currently working there.

Further links with the college include Vardimon currently co-writing a book on her work with Dr Libby Worth, whilst Professor Katie Normington has served on the JVC Board for a number of years. Students at undergraduate and postgraduate level regularly book company members to run extra curricula workshops and Vardimon has supported Worth in teaching a
module for UG first years through a generous donation of DVD recordings of all the company’s major recent performances.

The proposed award of an honorary doctorate would recognise these strong links with Jasmin Vardimon and her company established by the drama department and help sustain their development. As the Drama Department begins to establish a joint honours Dance and Theatre Degree this seems a highly appropriate moment to make such an award.

This award is supported by the Research Committee within the Drama Department where it was proposed in the autumn term.

Honorary Awards Proposals 2013

Honorary Fellowships

Professor Lynne Frostick

Brief details of the nominee's professional/academic background
Lynne Frostick obtained her PhD from UEA and was employed at Royal Holloway in the Geology Department from 1985 to 1990. She is currently leading major research projects funded by the EPSRC, EU Marie Curie, and the NERC. She is a member of the management group for the 12 million euro EU project “Hydralab III”. Her research interests cover sediment and flow dynamics in rivers and estuaries, rivers and tectonics and fluid dynamics and sediment transport.

During her career she has carried out commercial research for the oil, waste and extractive industries including major contracts with Shell, Norsk Hydro, De Beers, Shanks and Biffa. She is a member of the NE Regional Environmental Protection Advisory Committee and chairs the strategic panel for that committee. She is Research Director for The Deep - Hull's submarium, and has a long history of melding the needs of industry with the research of Universities.

She is a distinguished academic author, has successfully supervised 28 PhD students and is currently Director of the Hull Environment Research Institute.

Titles, degrees already held
BSc PhD FGS C Geol FRSA - Trustee
First degree – Geology, Leicester University
PhD from UEA

Links to the College
Former employee.

Why should the nominee be recommended?
Lynne Frostick is eminent in her field and very well connected within both the discipline and in government circles. In 2004 she chaired the Government’s Expert Group for Women in STEM. In 2005 she was the recipient of the Cuthbert Peek award of the Royal Geographical Society for "those advancing geographical knowledge of human impact on the environment"
through the application of contemporary methods, including those of earth observation and mapping”.

In 2008 she was President of the Geological Society, Chair of the British Society for Geomorphology and recipient of the UKRC Outstanding Women of Achievement Award for SET Leadership and Inspiration to Others.

In 2009 she was a member of the Government’s Science Careers Expert Group.

How might the College benefit from the link with the nominee?
Royal Holloway and, in particular both students and staff in the Earth Sciences Department would benefit from an association with Lynne Frostick and her contacts within the discipline. Her involvement with Departmental activities would raise the Department’s profile, facilitate the research impact agenda and enhance the learning experience for students by, for example, occasional lectures to Masters level students, particularly in waste management. Her coastal expertise may also be useful to the Geography Department. Her expertise would be warmly welcomed during the development of teaching programmes in environmental issues.

Proposed by Professor Paul Hogg
Seconded by Dr David Waltham
<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Recommendations for the Conferral of Honorary Fellowships in 2014</th>
</tr>
</thead>
</table>
| **Author** | Secretariat  
(E) secretariat@rhul.ac.uk  (T) 01784 443899 |
| **Type** | Agreement from Council Executive and Academic board to recommend Council to approve the conferral of Honorary Fellowships |
| **Strategic context** | |
| **Summary** | Recommendations for the conferral of five Honorary Fellowships in May 2014. |
| **Resource implications** | N/A |
| **Risk analysis** | N/A |
| **Freedom of Information** | Confidential until further notice |
| **Next steps** | Inform nominees. |
| **Effective date of introduction** | 2014 |
| **Recommendation** | The Council is asked to approve these recommendations |
Recommendations for the Conferral of Honorary Fellowships in 2014

1. At its meeting on 23 September 2013, the Council Executive agreed to recommend the conferral of five Honorary Fellowships in May 2014.

   Professor Ursula Martin Was appointed Professor at the College at the age of 36 and was one of the first female professorial appointments in Computer Science in the country. Well-respected and is known for encouraging women into the field of Computer Science.

   Martin Sadler OBE Is instrumental in supporting the relationship between the College and HP Labs which supports MSc students. Is well-known in the field of Information Security at which the College excels.

   Father Vladimir Nikiforov Served as the College’s Catholic Chaplain for 10 years, working to foster a spirit of interfaith harmony which was successful and commented on nationwide.

   Professor Caroline Barron Taught History at Bedford College from 1964 and then at RHBNC from 1985. Is a firm supporter of the heritage of Bedford College and is Chair of the Bedford Society.

   Jennifer Glastonbury Alumna of Bedford College (1969) and member of Council (2002-2006). Is a staunch supporter of College events and is proactive in proposals to redevelop Bedford Square.

2. Further information on the five candidates is attached.

3. Members are asked to note that the nominees are not aware that their names have been put forward and that this information should remain confidential, whatever the Council’s decision, until further notice.

4. The Council is invited to approve these recommendations.
Honorary Awards Proposals 2013

Honorary Fellowships

Professor Ursula Martin

Brief details of the nominee's professional/academic background

Ursula Martin CBE is a Professor of Computer Science in the School of Electronic Engineering and Computer Science at Queen Mary University of London. Appointed in 2003, she was Vice-Principal of Science and Engineering at Queen Mary between 2005 and 2009.

She gained an MA from the University of Cambridge and a PhD from the University of Warwick, both in Mathematics. She held academic posts at University of Illinois at Urbana-Champaign, the University of Manchester, Royal Holloway University of London and the University of St Andrews where she was the first female professor at the University since its foundation in 1411.

After an early career in group theory, Ursula’s current research is in theoretical computer science, applying algebraic approaches to software design. She is on the editorial boards of the Annals of Pure and Applied Logic, the LMS Journal of Computation and Mathematics, and Springer’s Formal Aspects of Computing.

Ursula was co-chair of ACM-W, the committee of women of the ACM from 2002-2005. The ACM, Association for Computing Machinery, is the world’s largest professional body for computer science, with 80,000 members. She has also chaired the London Mathematical Society’s Computer Science Committee, and served on the LMS Committee on Women in Mathematics.

Titles, degrees already held

Ursula was awarded a CBE in the 2012 New Year’s honours list, one of only four CBEs ever to have been awarded in academic Computer Science.

Links to the College

Ursula joined the Computer Science Department at Royal Holloway as a Reader in the 1980s and was appointed to a Personal Chair in 1990, one of the first female professorial appointments in Computer Science in the country.
Ursula was responsible for Royal Holloway’s involvement in the ProCoS project, a major ESPRIT project of the early 1990s which included Fleming Nielson’s group at Arhus University, Dines Bjorner’s group at TU Denmark, and Sir Tony Hoare’s group at Oxford University. Ursula led the Royal Holloway ProCoS team. As part of the project and through connections with Ursula, we came to recruit Elizabeth Scott, who is now a professor in the department and currently the only female member of our academic staff. Ursula was also responsible for the recruitment of Dave Cohen, who is also now a professor in our department.

Why should the nominee be recommended?
Ursula is a well-respected computer scientist who holds several important positions. She is a member of the UK Defence Science Advisory Council, serves on the 2013 REF panel for Computer Science, and is a member of the Executive Committee of the UK Computing Research Council, a joint panel of the IET and BCS.

Throughout her career, Ursula has also been involved in many activities aimed at encouraging women in Computer Science. From 2003 to 2005, she was seconded to the University of Cambridge Computer Laboratory part-time as Director of the Women@CL project to lead local, national and international initiatives for women in computing, supported by Microsoft Research and Intel Cambridge Research. Ursula was recognised as a woman of outstanding achievement at the UKRCs Women of Outstanding Achievement Awards 2011 where she was announced runner-up in the Lifetime Achievement Award.

How might the College benefit from the link with the nominee?
Ursula’s position, contacts and political awareness can be used to advance the profile of Computer Science at Royal Holloway. In particular, she can be instrumental in driving forward and making consequent our commitment to addressing the gender imbalance in the Department (and the Science Faculty in general).

As an Honorary Fellow of the College, Royal Holloway’s early role in advancing Ursula’s career to a senior level (she was only 36 when appointed professor here) will be highlighted, and will act as inspiration to our students and early career academics.

Proposed by Professor Paul Hogg & Professor Jose Fiadeiro
Seconded by Professor Elizabeth Scott
Martin Sadler

Brief details of the nominee's professional/academic background
Martin Sadler is Vice President and Director of HP Labs’ Security and Cloud Lab. The Lab focuses on technologies: to secure next generation infrastructures, to provide assurances that data has not been compromised as those infrastructures come under severe attach, to self heal when attacks are successful, and to manage data and compute resources at scale across complex physical, administrative and geographic boundaries.

Martin, whose first degree was in pure mathematics from the University of Adelaide, South Australia, lectured in theoretical computing science and advanced software engineering at Imperial College, London, before joining HP Labs in 1989 to lead the research project that resulted in the company’s first workflow product. He subsequently managed projects in the area of telephony call control before leading early work on e-business and security.

In the mid-90s he was a member of Oftel’s Numbering Advisory Group that oversaw the last telephony numbering plan change in the UK. He was a member of the advisory board for the UK’s Foresight project on Cyber Trust and Crime Prevention outlining the strategic need for investment in cyber security, and has been involved with government initiatives on cyber security ever since, including the setting up of the initial Centres of Excellence in Cyber Security Research and the award of Centres of Doctoral Training in Cyber Security.

In 2004 and 2005 he served as a co-chair for Techcon HPs internal technical conference celebrating the best in innovation across the company.

Titles, degrees already held
Martin has an Honorary D.Sc. from the University of Bath. He was awarded an OBE in the 2013 New Year’s honours list.

Links to the College
Martin has been instrumental in supporting a close working relationship between HP Labs and Royal Holloway, particularly the Information Security Group. This is most importantly manifested through the ongoing support for the HP Security Colloquium, which is an invitation-only event held at Royal Holloway each December and now in its 23rd year. HP Labs have also supported internships for Royal Holloway MSc students, as well as CASE
studentships for Royal Holloway PhD students. Martin has always recognised the value of partnering with Royal Holloway and this relationship has benefited both parties.

**Why should the nominee be recommended?**

Martin is a well-known computer scientist who holds one of the most powerful positions in industry in the area of information security. He is also a member of very influential organisations: he sits on the board of The Institute of Information Security Professionals, the steering committee for the UK’s Cyber Security Knowledge Transfer Network, the British Computer Society’s Security Forum Strategic Panel, the advisory group for the Information Systems Security Association’s UK chapter, and the CBSs Information Security working group. Martin’s recent panel work for the EPSRC and UK Government have been recognition of his strategic knowledge and oversight of the cyber security landscape and demonstrate his ability to influence political thinking in this area.

**How might the College benefit from the link with the nominee?**

Martin’s position and contacts can be used to advance the profile of Computer Science in general, and Information Security in particular, at Royal Holloway. He can also be instrumental in the advancement of our impact agenda and the College’s ambition for creating a cybercampus. His political awareness will also be extremely useful as Royal Holloway positions itself in an increasingly congested academic (cyber security) space.

Proposed by Professor Jose Fiadeiro  
Seconded by Professor Keith Martin
Father Vladimir Nikiforov

Brief details of the nominee's professional/academic background
1947 - Born in the Soviet Union.
1970 - Graduated with MSc in Mathematic and Logics from Moscow State University
1970 - Worked as IT specialist at various research institutions in Moscow
1974 - Became involved with the clandestine Catholic groups in Moscow
1981 - Secretly ordained priest
1983 - Imprisoned for 8 months for “subversive religious activity”
1984 - Released under KGB surveillance
1988 - Granted political asylum in Sweden
1989 - Embarks on MTh at Heythrop College; thereafter PhD
1999 - Awarded PhD Heythrop College
2000 - Chaplain and lecturer at Liverpool Hope University.
2002 - Catholic Chaplain and visiting lecturer at Royal Holloway until 2012
2012 - Parish ministry West Sussex

Titles, degrees already held
1970 - MSc Mathematics and Logic, Moscow
1992 - MTh Heythrop College
1999 - PhD Heythrop College

1981 – Clandestine ordination as Catholic priest
1992 – Formal re-ordination as Catholic priest

Links to the College

Vladimir served very successfully as Catholic Chaplain at the College 2002 – 12. During his time at Royal Holloway he shifted the focus of the Chaplaincy work shifted towards inter-faith activities. Many proponents of the interfaith dialogue spoke to the students and staff on his invitation, such as Princess Badiya El Hassan of Jordan, Lord Nazir Ahmed of Rotherham, Professor Tariq Ramadan, Professor Tina Beattie, Karen Armstrong, Baroness Rabbi Julia Neuberger and others. He was exceptionally well-respected by the students of
all beliefs and political persuasions and equally well-regarded by staff; he was able to have a mediating influence in many areas.

**Why should the nominee be recommended?**

There has been a tradition of nominating past Chaplains who have had been distinguished in their service to the College; Christopher Cocksworth and Robert Hamilton for example. Vladimir has certain been an outstanding chaplain. The interfaith work done under his supervision at the College reached national attention, even commented on by the Bishop of Guildford in the House of Lords. Where other institutions experience conflict and rivalry between faith groups or between those of faith and those of none, under Vladimir’s influence there was good-humoured and open dialogue between members of different faiths and between believers and sceptics. His final bold gesture was the inclusion of a reading from the Qur’an in his last Christmas Service. Although this was criticised by some conservative commentators, it won praise even from such unlikely sources as the Daily Mail and he received a standing ovation at the Service form people of all faiths when his leaving from the College was announced.

**How might the College benefit from the link with the nominee?**

As will be seen from the list of speakers he brought to College, Vladimir is hugely well-connected. He is highly devoted to the College and will be an enthusiastic proponent of it and its values. He promoted dialogue and encourages cooperation among those with whom he works. He has a natural affinity with students and, despite a long career which has included times of great tribulation, he retains a youthful idealism and so reflects that aspect of the student voice authentically.

Proposed by: Christopher Butler
Seconded by: Marta Baker
Professor Barron's has recently retired from the History Department and is Professor Emerita of the University of London. Her research interests lie in the area of late medieval British history, particularly the history of the city of London, the reign of Richard II and the history of women. She has written on Richard II for the New Cambridge Medieval History and on London for the Cambridge Urban History of Britain. Her book London in the Later Middle Ages: Government and People 1200-1500 was published by the Oxford University Press in 2004. She is also interested in urban literacy and in the ways in which the 'small people' of London expressed their concerns and priorities. Caroline Barron has taught history since 1964, first at Bedford College, and since 1985 at Royal Holloway and Bedford New College. Although fully supportive of the merger and the move to Egham, she has always taken a keen interest in the Bedford roots and heritage, and was actively involved with the Sesquicentenary Celebrations for the Founding of Bedford College in 1999. She has recently been elected Chair of the newly founded Bedford Society and was instrumental in the launch event for the Society in April, held at Senate House and attended by some 500 Bedfordians. She commands huge respect both within the College community and in the wider circle of alumni of both founding Colleges.

The reason for Caroline’s nomination is to make a statement about the College's commitment to recognising and celebrating the voluntary contribution of its staff. Throughout her career Caroline has been a first class steward of change bringing many objectors round on side of College. Bedfordians have for a long time been a group vocal in their disregard for Royal Holloway and with Caroline's gentle steer this cohort are now engaged with the College of today, supporting its students through scholarships and mentor schemes. Caroline Barron is a highly respected and well-known figure among academics and students. By awarding her an Honorary Fellowship the College can ask Bedfordians to support fundraising plans for both scholarships and the redevelopment of Bedford Square, our London home which Bedfordians feel is a viable home for them. Without the support of Caroline Barron the College would not be able to engage successfully with the Bedfordians on such a large scale.

PROPOSER: Mrs Sally Burton-Graham, Head of Development and Alumni Relations
SECONDER: Mrs Marta Baker, Head of Events
Mrs Jennifer Glastonbury

Jennifer was Senior Editor, BBC Monitoring (BBC World Service) from 1995 to 2000, where she managed 50 staff and a budget of over £1 million. As an alumna of Bedford College (1966-69, French with German), Jennifer was elected by alumni to serve on the Council of RHBNC from 2002 to 2006. She was an active member of Council Executive, as well as the Audit, Planning and Resources, Investment, Remuneration and Ethics Committees. She was also a supportive attender at student-focused events such as presentations to STARS and Tutoring and Mentoring Scheme award recipients, as well as at graduation ceremonies where she regularly deputised for the Chair of Council. During and since her time on Council, Jennifer has participated in several national-level conferences and meetings led by HEFCE and the CUC in connection with HE governance in particular. From 2006 Jennifer has continued her interest in higher education by serving on the governing body of the University for the Creative Arts (UCA) where she was the lead governor for the KPI (key performance indicator) process: in 2010 she received a Cultural Champion (Arts and Business) award for her work at UCA. Jennifer maintains her involvement and support of RHBNC by engaging with the College and its staff and acting as an ambassador and champion of the College’s achievements.

Jennifer is being proposed for an Honorary Fellowship because of her unquestionable dedication and support shown to the College. Jennifer will turn up to every event but stands out for always managing to bring new and interesting people with her. She understands the importance of good networks and how they can benefit the College. By awarding Jennifer this honour we would secure a pathway for useful contacts to get to the relevant people in the College under Jennifer's expert eye. An example of this is following a discussion about the need to redevelop Bedford Square and the opportunity to provide an alumni club room Jennifer set me up with a meeting with the Development Director at St John’s College to see what they had done in very similar circumstances. Jennifer understands the needs of the College, is an excellent listener, and she will always find someone useful to add expertise to a situation. By conferring an Honorary Fellowship on her and thus providing a platform and encouragement for her to continue to support the College, the College would in turn benefit greatly from Jennifer’s engagement and contacts at a time of our ambitious fundraising plans.

PROPOSER: Mrs Sally Burton-Graham, Head of Development and Alumni Relations
SECONDER: Mrs Marta Baker, Head of Events
Minutes of the Meeting of Council held on Wednesday 2 October 2013 at 5 pm in Windsor Building Room 002-003

RESERVED AREA OF BUSINESS

Present:
Mr Stephen Cox (Chair)  Professor Paul Layzell
Mr Paul Blagbrough  Mr Jeremy McIlroy
Mr John Brannan  Ms Sarah Moffat
Professor Clare Bradley  Mr Mark Newlands
Mr Gurpreet Dehal  Professor Anne Sheppard
Professor David Gilbert  Mr Amarbeer Singh
Mrs Christine Goodyear  Mrs Chris Shoukry
Mr Majid Hawa  Mr David Spence
Mrs Margaret Jack  Mrs Sarah Tyacke
Ms Colette Wilson

Mr Simon Higman  Registrar and Secretary
Mrs Pauline Martin  Governance Support Officer

Apologies:
Mr Iain Ross

26 MINUTES
AGREED the minutes of the previous meeting held on 26th June 2013 (M13/01-M13-04)  13/05

27. MATTERS ARISING FROM THE MINUTES
There were none.  13/06

28. HONORARY AWARDS
RECEIVED recommendations for the award of Honorary Degrees 2014 (CL/13/69)  13/07

28.1 NOTED that one Honorary Award was originally proposed as a Fellowship. The review by Academic Board identified that the award was for eminence in her field of expertise and it would be more appropriate to award an Honorary Degree.

AGREED the recommendations from Council Executive for the Award of two Honorary Degrees.  13/09

28.2 RECEIVED recommendations for the award of Honorary Fellowships 2014 (CL/13/70)  13/10

AGREED the recommendation of the Council Executive for the award of five Honorary Fellowships.  13/11

29. ANY OTHER BUSINESS
There was none  13/12

Signed:

Mr Stephen Cox CVO  Date  19-3-14
Chair of Council
Secondary Minutes

*Please note who leaves the room and when, this is so we can be clear who was present at key points should a vote or challenge occur.*

<table>
<thead>
<tr>
<th>Time: Out</th>
<th>Time In</th>
<th>Name</th>
<th>Agenda Item/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:24</td>
<td>6:27</td>
<td>Alex Cadier</td>
<td>12 / 24</td>
</tr>
<tr>
<td>6:26</td>
<td>6:30</td>
<td>Gurpreet Dahal</td>
<td>Post 24 (AOB)</td>
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</tbody>
</table>
### Actions

*Please note any actions as the meeting progresses, i.e. any items to be published, any papers to be corrected in the permanent record etc.*

<table>
<thead>
<tr>
<th>Agenda item</th>
<th>Action</th>
<th>By whom / when</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>J Brannan – not new – re-elected (change on agenda?)</td>
<td>PM – done</td>
</tr>
<tr>
<td>3</td>
<td>Add C Shoukry as in attendance in June</td>
<td>PM – done</td>
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<tr>
<td></td>
<td>Delete “UCU agreed deadline”</td>
<td>PM – done</td>
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<tr>
<td></td>
<td>APPROVED – SIGN AND PUBLISH ASAP</td>
<td>PM</td>
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<tr>
<td>6</td>
<td>Away day training – Nicola Brown</td>
<td>REK/HB</td>
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<tr>
<td>7.2</td>
<td>Planning letter – changes? What happens now? Publish?</td>
<td>PM agenda item Nov Council</td>
</tr>
<tr>
<td>7.3</td>
<td>Update MJ on receipt of lifecycle planning paper</td>
<td>PM – done</td>
</tr>
<tr>
<td>8.1</td>
<td>More details on progress to Nov meeting</td>
<td>REK/EJ</td>
</tr>
<tr>
<td>9</td>
<td>Academic board – check election regs and make necessary changes (may have to go to Nov Council for approval) – communicate to Anna Sendall</td>
<td>PM/REK</td>
</tr>
<tr>
<td>11</td>
<td>Amend preamble – “enable”, circulate revised version to members (and SSAS), then publish.</td>
<td>REK/PM</td>
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<tr>
<td>12</td>
<td>Council committees – revised ToR, update committee handbook</td>
<td></td>
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<tr>
<td>N/A</td>
<td>Check whether required to write update for staff – suggest yes, to go up immediately.</td>
<td></td>
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<tr>
<td>N/A</td>
<td>Invite SU trustees to last day lunch at Cumberland Lodge</td>
<td>PM</td>
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<tr>
<td>13</td>
<td>Academic board standing orders attached to the terms of reference state that elections can only be announced in summer term – needs to be amended.</td>
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<tr>
<td>14</td>
<td>The SU changes to trustees remain outstanding – the constitution has not been to Council to update removal of Council/mgt member. Either revised constitution comes to council or new trustee appointed.</td>
<td></td>
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<tr>
<td>Remind SH SU not finished process to change trustees – chase as required for November meeting</td>
<td>REK / PM</td>
<td></td>
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</table>