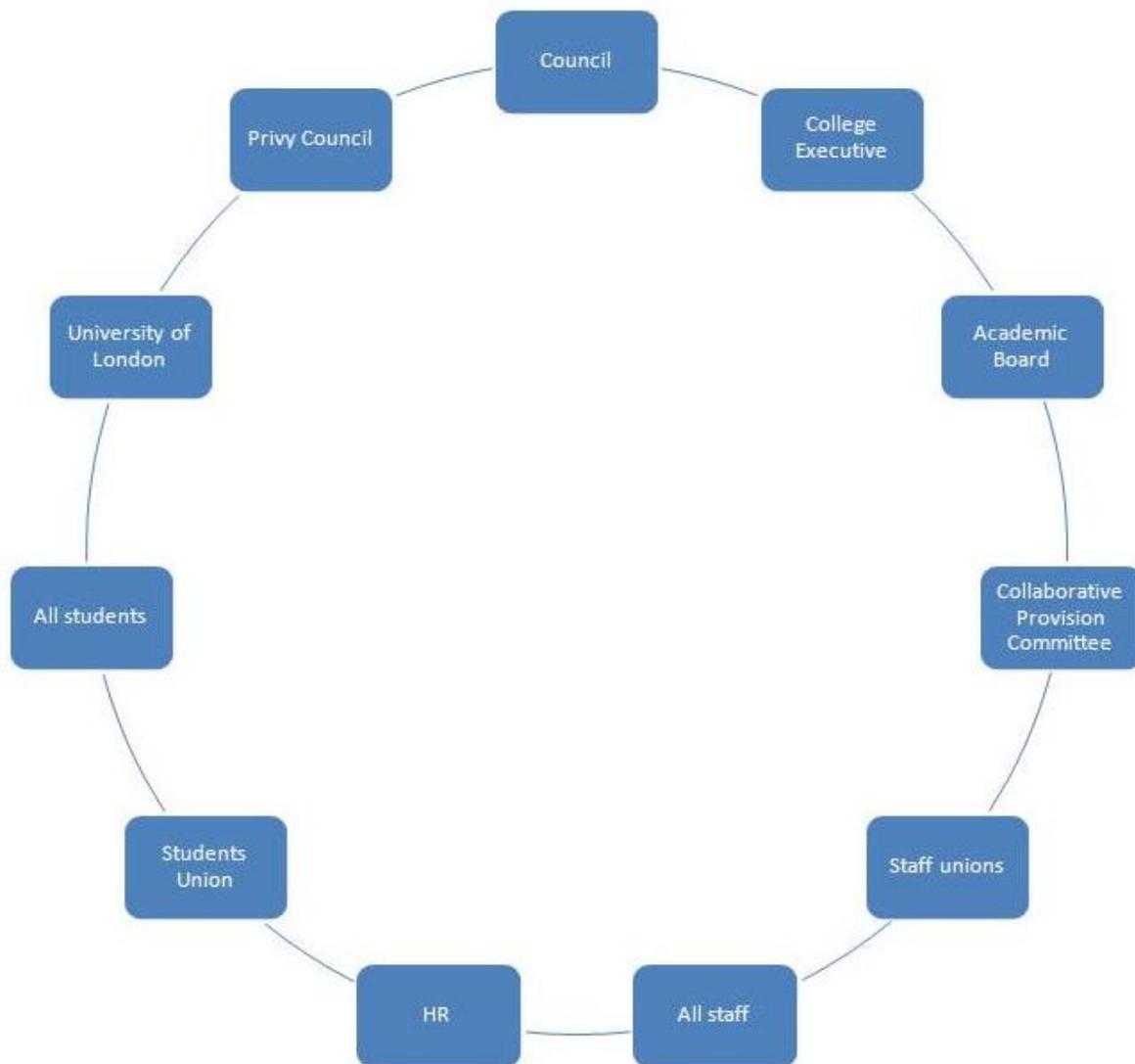


Summary of Business for  
**Council Effectiveness and Statutes Review**  
**Project Board**



Title	<b>Draft stakeholder mapping and Statutes consultation process</b>
Author/ Comments	Emm Johnstone (E) emm.johnstone@rhul.ac.uk
Date	15 January 2013
Status	Approved
Document type	Planning document
Summary	This paper outlines the key groups of stakeholders who will be factored into planning College-wide consultation as part of the Statutes review and presents a phased approach to managing the consultation process
Previous consultation	None
Resource implications	Staff time from Governance Assistant with HR support; possibly some training costs to support staff in negotiation skills.
Risk analysis	No new or increased risks to report
Effective date of introduction	Immediate
Recommendation	<b>The board is asked to APPROVE this stakeholder mapping and to APPROVE this approach for structuring the Statutes consultation process</b>



This mapping of stakeholder groups identifies all of the chief constituencies that will be invited to take part in a consultation process regarding the College Statutes. It has been drawn up after discussions with other universities who have undertaken major reviews of their Statutes and with the College’s Acting HR Director. The project team will schedule consultation meetings with representatives from these groups as necessary, and with specialist legal firm Pinsent Masons, to complete a stakeholder analysis which details the nature of the consultation required and possible in each case. This will be presented to the Project Board on 18 February for approval. If it is felt that staff leading in the consultation would benefit from additional training in negotiation skills the HR department will arrange this.

***Statute review process***

In order to have a focused consultation process, in the first phase stakeholders will be asked to comment on which principles should be upheld in Statutes (as opposed to, for example, College Regulations),

selecting only those that are truly fundamental to our purpose and nature of business. Once principles have been agreed, draft Statutes will be prepared and a second phase of consultation will seek stakeholder views over the wording of these. It is intended that the end result will be a set of Statutes offering support and guidance to the College that nonetheless permits agile response to dramatic changes in the climate of HE.

A necessary first step is to analyse our current Statutes to discern the key principles that are enshrined in them at present. Analysis of recent sets of Statutes prepared by other universities, which may codify other principles, might also be of value in this first phase of consultation. The set of principles prepared can serve as a starting point in stakeholder consultations over which principles *should* be represented in Statutes.

It is **recommended** that the Board adopt this approach. The set of principles will be prepared for the next Board meeting for consideration.

The ambition is to that the first phase of consultation will yield a set of principles that receives broad agreement when presented at the meeting of Academic Board on 29 May. This set would then serve as a basis for the redrafting of the Statutes themselves. A second round of consultation over Statute wording can be conducted once the principles have been agreed upon. It is envisaged that much of the redrafting work would be undertaken in-house, with an external legal firm brought in to give advice over precise wording. A programme for the full consultation process will be prepared by the next meeting of the Project Board.

Through the benchmarking exercise we have identified a small number of other universities who have successfully managed major reviews of their Statutes. Universities reviewing all of their Statutes have on occasion chosen to treat the Statute which covers conditions for academic staff separately from the rest as the negotiation processes that must be followed can be more complex and time consuming than is the case for all other Statutes. The timetable for the governance review project as a whole would potentially need to be extended by 6-12 months if the Board wished to delay submitting any revised Statute/s to the Privy Council until changes to Statute 25 are also agreed. Alternatively the Board could agree to treat Statute 25 as a separate stream of work within this governance review process. It could submit revised Statutes (with Statute 25 left unchanged for acceptance by the Privy Council) on the currently anticipated timetable, and submit a revised Statute 25 at a later date.

It is **recommended** that the Project Board agree to treat Statute 25 as a separate matter within this governance review process.

The College has received a preliminary cost estimate from Pinsent Masons for providing varying levels of support through the process of reviewing Statute 25 of up to £5,500 plus VAT if all elements of the proposed scheme of work are contracted. No quotes have been sought for undertaking the writing of the Statutes as a whole at this point of time but can be requested if the Project Board wishes to consider this route more fully.

It is **recommended** that the Project Board agree to contract specialist legal advisors in regard to the redrafting of Statute 25.

It is **recommended** that the Project Board consider whether it would be appropriate to keep the rest of the redrafting in-house or to seek quotes for external drafting of the remaining statutes.