

(M/10/285-M/10/368)

Royal Holloway  
University of London

COUNCIL

Minutes of the meeting of the Council held on 8 December 2010

Present:	Mr Andy Alway Mr David Beever Mr Paul Blagbrough Sir Andrew Burns Professor Clare Bradley Mr Gurpreet Dehal Mrs Esther Horwood Cllr Hugh Meares Professor Paul Layzell	Mr Andrew Martin Mr Jeremy McIlroy Miss Rachel Pearson Mr Bob Potts Mr Iain Ross Mr David Spence Mrs Gloria Stuart Dr Emmett Sullivan
Apologies:	Mr Richard Buswell Mr Stephen Cooksey Mr Jude Dave Professor Mary Fowler	Mr Mark Newlands Mr Bill Rooke Mrs Sarah Tyacke
In attendance:	Professor Philip Beesley Mr Stephen Bland Mr John Carroll Professor Rosemary Deem Mr Martyn Evans Mrs Jenny Febry Ms Susan Kay Professor Rob Kemp Professor Adam Tickell  Professor Geoff Ward	Dean of Science Director of Facilities Management Head of Management Accounts Dean of History and Social Sciences Internal Auditor Assistant Director of Finance Director of Strategic Development Deputy Principal Vice Principal (Research, Enterprise and Communications) Vice Principal (Planning and Resources)
With:	Ms Katie Kerr  Miss Clare Munton	College Secretary and Head of Governance Governance Assistant
Observers:	Professor Jeff Frank Mr Simon Higman Mrs Margaret Jack	Head of Economics, UCU observer Registrar and Director of Operations Lay Council member designate

**FORMAL BUSINESS**

**1 MEMBERSHIP**

- 1.1 Mr Gurpreet Dehal, who had been appointed as an un-nominated lay member, was welcomed to his first meeting. 10/285
- 1.2 Mr David Spence, who had been appointed as an un-nominated lay member, was welcomed to his first meeting. 10/286

1.3	It was noted that Mr Jude Dave had been appointed as Students' Union Chair but had been unable to attend the meeting due to illness.	10/287
1.4	It was noted that Mr Bill Rooke's term of office on Council was to end on 31 December 2010. Mr Rooke had served on Council since 1 November 2005. In addition to his contribution to the work of the Council he had been an extremely active member of the Audit and Compliance Committee of which he had been Chair since January 2009. The Chairman thanked Mr Rooke for his contribution to the College.	10/288
1.5	It was noted that Mr Richard Buswell had resigned from Council. In addition to his contribution to the work of the Council, Mr Buswell was Chair of the Audit and Compliance Committee from August 2005 until January 2009. The Chairman thanked Mr Buswell for his work on Council.	10/289
1.6	It was noted that an election was to take place at the meeting of the Academic Board on 9 December 2010 to elect one member of the Academic Board to sit on Council.	10/290
	Mr Simon Higman, incoming Registrar and Director of Administration, was welcomed to the meeting as an observer.	10/291
	Item 9.3 <u>Recommendations for Appointments to Council</u> was brought forward for discussion. Mrs Margaret Jack left the room for this item.	10/292
	The Council received recommendations from the Nominations and Honorary Awards Committee on the appointment of two new lay members of Council (CL/10/96) and	10/293
	APPROVED	
	the appointment of Dr Jackie Hunter and Mrs Margaret Jack to the Council, subject to the receipt of satisfactory references.	
<b>2</b>	<b>CONFLICT OF INTEREST</b>	
	The Chairman invited members to indicate if they had a conflict of interest with any of the agenda items. The following conflicts were noted	10/294
	Item 13 – Professorial Banding – Professor Clare Bradley had acted as an Equal Opportunities Officer for UCU.	10/295
	Item 12 – Draft Estates Plan 2010-2015 – Councillor Hugh Meares worked for Runnymede Council but abstained from voting on issues involving the College.	10/296
	Item 16 – Announcements – Dr Emmett Sullivan worked as Economic Historian in the History Department.	10/297
<b>3</b>	<b>MINUTES</b>	
	The minutes of the previous meeting (M10/208-M10/284), held on 13 October 2010, were agreed	10/298

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

### **4.1 Treasury Management**

At its meeting on 13 October 2010 Council agreed to delegate the decision regarding investment in foreign owned institutions to the Finance Committee. Council received an update on the decisions on limits made by the Finance Committee at its subsequent meeting on 28 October (CL/10/91) which had since been approved by Chairman's action on behalf of the Council. The Council also received an explanation of the level of risk involved in placing money with the approved triple A rated market funds. Council expressed satisfaction with the Committee's approach. 10/299

## **5 UNSTARRING OF ITEMS**

To note that no items in part B were unstarred for discussion. 10/300

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

### **6 PRINCIPAL'S REPORT**

The Council received the Principal's Report (CL/10/92). 10/301

The Principal highlighted the success of the celebratory concert held on 13 November as part of the Silver Jubilee celebrations marking the merger of Royal Holloway and Bedford Colleges in 1985. The Council noted that further events to commemorate the Silver Jubilee and 125 years since the foundation of Royal Holloway College would take place in 2011. 10/302

During the autumn term the Principal, accompanied by some members of the senior management team, had visited all academic departments. The Principal noted the outstanding level of teaching and research within the departments. It was felt that the visits had been much appreciated by the departments. The Principal had also visited the Library and the new IT data centre in Huntersdale and planned to visit other professional service departments in early 2011. 10/303

The annual fund raising campaign was on track to raise a similar sum of money to that raised the previous year and that the College would launch a legacies campaign in the New Year. A handover process was in place with the American Foundation in light of Professor Adam Tickell's departure as Vice Principal (Research, Communication and Enterprise) at the end of January 2011. 10/304

The Council noted the strategic importance of the agreement recently signed by the College with the Australian based World Academy of Sport to deliver a range of management programmes to sports organisers and leaders from around the world. 10/305

The Deputy Principal and two Vice Principal's had been working to develop plans to improve the College's future financial performance as part of the Planning for Change process. The outcomes of the planning process would not be finalised until after the annual funding letter from HEFCE had been received in March 2011. 10/306

Council were informed that the Students' Union participated in a national day of action in London against the cuts in Higher Education Funding and campus based activities had also taken place. An occupation of the Victorian Corridor on 23 November had been peaceful and the Principal and Vice Principal (Planning and Resources) had met with the students involved.

10/307

The Principal thanked the staff and members of Council who had been involved in the professorial banding and pay review process. Council noted that three out of the four gender pay cases lodged by staff and former members of staff had been settled before reaching tribunal and a decision on the fourth case was expected in March 2011.

10/308

Professor Adam Tickell was congratulated on his appointment as Pro Vice Chancellor (Research) at the University of Birmingham. Options for the future structure of the senior management team were being considered.

10/309

The College had agreed to run a Leadership Development programme for Heads of Department and incoming Heads of Department. The training was to be run by Ashridge on behalf of the College. The course would develop the leadership skills needed to successfully run an academic department. The first part of the training was scheduled to begin on 9 February 2011 with a further session scheduled for later in the year.

10/310

The Magna Carta event held on 12 November 2010 had been a success. Council were informed that the next Magna Carta lecture, with Lady Mary Arden as the speaker, would be held in June 2011.

10/311

## **7 FINANCIAL FORECAST**

The Council received the 2010-11 Financial Forecast update (CL/10/93). In previous years the College had been required to submit a full five year financial forecast to HEFCE by 1 December. However, this year HEFCE had extended the deadline to April 2011 because of the current uncertainty surrounding funding beyond 2010-11. Council noted that this was an interim update and that the full forecast would be available in April 2011.

10/312

The Council were informed that the latest forecast showed a reduced surplus compared to the preliminary budget submitted at their meeting in June but a higher surplus than the one presented in October because of reductions in the student fee income shortfall and the expected cost of the professorial pay banding process.

10/313

## **8 REPORT FROM THE AUDIT AND COMPLIANCE COMMITTEE**

The Council received the 2009-10 Audit and Compliance Committee Annual Report (CL/10/94).

10/314

The external auditors had concluded that they had confidence in the College's audit procedures, but concern had been raised by the Committee that some issues had not been addressed in a timely manner. The College Secretary's Office was considering appropriate additional resources to clear the backlog. The College had begun

10/315

working with SUMS consulting, a management consultancy organisation and charity, owned by universities and which works for universities, with regards to undertaking a review of the College's internal audit process. It was hoped SUMS consulting would make recommendations on how best to reorganise internal audit systems to improve efficiency.

Over the year there had been ongoing concern from HEFCE on issues surrounding data assurance across the sector. In 2009-10 the Audit and Compliance Committee had been able to provide assurance to HEFCE through their annual report that the College had adequate measures in place for the provision of accurate data to HEFCE, HESA and other external bodies. 10/316

It was noted that the units referred to in appendix one of the report related to the number of days spent on each activity and that this should be clarified on the report itself. 10/317

## 9 GOVERNANCE

### 9.1 Students' Union Trustee Board

The Council 10/318

APPROVED

the appointment of Professor Rob Kemp, Deputy Principal, to the Students' Union Trustee Board.

### 9.2 Committees Handbook

The Council received an updated version of the Committees Handbook (CL/10/95) which had previously been agreed by the Nominations and Honorary Awards Committee at their meeting on 16 November 2010. 10/319

The current handbook dated back to October 2004 and the College was now at a point where it needed to issue an updated version in order to provide effective guidance to the College Committees. 10/320

Council were asked to note that this version was intended to be an interim document pending a comprehensive review of the Committee structure later in the academic year, and that some of the terms of reference included in the handbook were still awaiting revision. The committee structure chart had been removed from the interim handbook and it was intended to replace this once the committee review had taken place. The list of groups had also been removed from the book because had proved problematic to keep the list up to date due to the more flexible nature of their composition. 10/321

It was intended there would be further discussion at Council on any revisions to the committee structure and wider consultation as necessary. 10/322

The Council 10/323

APPROVED

CL/10/95 as an interim version of the Committees Handbook

9.3 Recommendations for appointments to Council

Considered under item 1, Membership. 10/324

9.4 Hilda Martindale Trust

It was noted that the Chair of the Hilda Martindale Trust had resigned and that a replacement would need to be appointed in accordance with the Trust's regulations. 10/325

**10 AMENDMENTS TO THE COLLEGE STATUTES**

The Council were asked to consider the amendments to the College Statutes as proposed in CL/10/97. 10/326

It was noted that there would need to be a further amendment to statute 7.2 relating to the Vacation of Office as a consequence of the change to statute 3. 10/327

The Council 10/328

AGREED

That Statute 7 (3) – Vacation of Office - be modified as follows

Members of the Council appointed in accordance with statute 3(1) (b) shall vacate office if they are retained by the College as consultants for reward, subject to personal circumstances. 10/329

The Council 10/330

AGREED

that a special resolution to make amendments to the College Statutes should be proposed at the Council meeting on 26 January 2011.

**11 CARBON MANAGEMENT PLAN**

The Council received the revised Carbon Management Plan 2010-2012 (CL/10/98). 10/331

The Council were informed that this plan was intended to replace the College's existing Carbon Management Plan 2008-13, which no longer met the requirements set out in the HEFCE CIF2 application. 10/332

Although not included in the plan, the Council were informed that the Government was no longer planning to allow institutions to recycle their carbon payments under the Carbon Reduction Commitment Energy Efficiency Scheme. 10/333

Council's attention was drawn to page 6 of the plan which proposed a list of the College's carbon reduction targets in scope 1, 2 and 3 emissions. Staff and student travel was considered a significant issue that would need to be addressed. 10/334

The College had worked with the Carbon Trust and the proposed targets contained in the plan were considered to be demanding but achievable. Council were informed of the importance of meeting these targets to avoid significant fines. 10/335

The proposed targets had also been devised with the long term strategic views of the institution in mind and still allowed for the College to grow but without exceeding its carbon footprint. 10/336

The Council 10/337

#### APPROVED

the Carbon Management Plan 2010-2020 as a strategy document but remained mindful that further fine tuning of the document, particularly in regard to the list of projects to be undertaken was a necessity.

The Council were invited to send comments on the Carbon Management Plan to the Director of Facilities Management. 10/338

## 12 DRAFT ESTATES PLAN 2010-2015

The Council received the Draft Estates Plan 2010-2015 (CL/10/99). 10/339

The paper, which intended to promote discussion, detailed the priorities for investment in the Estate which would enable the College to provide an appropriate environment to enhance the learning, teaching and research experience for students and staff. The Council were invited to debate the draft plan to enable an interim Development Plan to be created and submitted to Runnymede Borough Council for consideration for planning permission. Council were informed that the costs included in the paper were indicative but once the priorities had been agreed this could be investigated further. 10/340

Providing additional student accommodation was considered a key issue in optimising the student experience. Most British universities were able to guarantee accommodation to all first year and overseas students putting them at an advantage over the College in an increasingly competitive market. 10/341

Council discussed the options for providing additional student accommodation on the former Brunel Runnymede Campus and/or at Wick Lane Fairview site. Council were also alerted to the recent refusal by Runnymede Borough Council to grant permission for development on the 61to 71 Egham Hill site because of concerns over access to the site. Therefore, it was imperative to create a plan which would persuade the local authority that managed occupations were preferable to multiple occupancy houses in the local community. Council noted that the size of the Brunel site available for purchase now had decreased compared to that offered for sale three years ago when the College initially expressed an interest. 10/342

The Council remained mindful that the purchase of additional land for development must not come at the expense of further investment in on site services, such as improving library facilities, as these were also at the forefront of improving the student experience. 10/343

The Council 10/344

AGREED

that it should be considered whether land purchase to provide additional student accommodation could be funded as an investment out of the Founders Endowment Fund

and

that a small working group should be created to work in conjunction with the Director of Facilities Management to formulate a plan to present to Runnymede Borough Council regarding additional student accommodation.

**13 PROFESSORIAL BANDING**

The Council received an update on professorial banding (CL/10/100). An additional paper was tabled providing details of the funding and cost estimate of the process. 10/345

Council were informed that the Remuneration Committee had given very careful consideration to the banding process and what was affordable, and had agreed that the scheme was feasible. The Council were reminded of the importance of implementing professorial banding as it gave the College a pay system which allowed it to reward and value its academic staff and was a first step in closing the gender pay gap in a fair and transparent manner. It was expected that the scheme would result in an annual cost increase of 1.15 million onto the College's budget. 10/346

Following on from professorial banding the Council were informed that the College also needed to address issues relating to progression from senior lecturer to Professor and that the College was committed to providing a scheme to support staff development in this area. 10/347

The data showing the salaries that have been awarded to male and female professors during the process was not yet available. However an additional meeting of the monitoring group was planned followed by an equal pay audit to monitor progress in addressing the gender pay gap. Information on market supplements had only recently been made available and it was not intended that data on red circling would be released until this information had been considered. Council were reassured that a period of pay protection would be applied in cases of red circling. 10/348

Thanks were given to those involved in the banding process. 10/349

**14 INSTITUTIONAL AUDIT**

The Council received a paper for information on the Quality Assurance Agency Institutional Audit planned for May 2011 (CL/10/101). The Council were informed that between 29<sup>th</sup> and 31<sup>st</sup> of March the audit team would visit the College and meet with staff and Student Union representatives to finalise matters before the main audit visit between 16<sup>th</sup> and 20<sup>th</sup> of May. 10/350

**15 FACULTY HIGHLIGHTS**

	This item was postponed until the Council meeting on 26 January 2011.	10/351
<b>16</b>	<b>ANNOUNCEMENTS</b>	
	It was noted that in May 2010 the Queen conferred peerages on two alumni of the College.	10/352
	Anna Healy (BA Modern History, Economic History and Politics 1976 Royal Holloway College) was raised to the peerage as The Baroness Healy of Primrose Hill. She became a Working Labour Peer in the 2010 Dissolution Honours List and was previously Special Ministerial Adviser to Harriet Harman MP.	10/353
	John Gardiner (BA Modern History, Economic History and Politics 1977 Royal Holloway College) was raised to the peerage as The Lord Gardiner of Kimble. John Gardiner became a Working Conservative Peer in the 2010 Dissolution Honours List. He was Deputy Chief Executive Officer of the Countryside Alliance.	10/354
 <b>PART B: ITEMS FOR REPORT AND FORMAL APPROVAL</b>		
<b>*17</b>	<b>REPORT OF DECISIONS TAKEN BY THE CHAIRMAN</b>	
	It was noted that no action had been taken by the Chairman since the previous meeting other than that listed in item 4.1 on Treasury Management.	10/355
<b>*18</b>	<b>REPORT OF DECISIONS TAKEN BY CIRCULATION</b>	
	It was noted that the Financial Accounts 2009-10 were agreed by circulation on 26 November 2010.	10/356
<b>*19</b>	<b>ACADEMIC BOARD</b>	
	The Council noted that no meetings had taken place since 3 June 2010.	10/357
<b>*20</b>	<b>AUDIT AND COMPLIANCE COMMITTEE</b>	
	The Council received the minutes of the meeting of the Audit and Compliance Committee, held on 7 July 2010.	10/358
<b>*21</b>	<b>ESTATES COMMITTEE</b>	
	The Council received the minutes of the Estates Committee held on 14 October 2010.	10/359
<b>*22</b>	<b>FINANCE COMMITTEE</b>	
	The Council received the unconfirmed minutes of the Finance Committee held on 28 October 2010.	10/360
<b>*23</b>	<b>HUMAN RESOURCES AND EQUAL OPPORTUNITIES COMMITTEE</b>	
	The Council noted that the next meeting of the Human Resources and Equal	10/361

Opportunities Committee was scheduled to take place on 17 December 2010.

**\*24 NOMINATIONS & HONORARY AWARDS COMMITTEE**

The Council received the minutes of the Nominations & Honorary Awards Committee, held on 21 September 2010. 10/362

The Council noted that the minutes of the Nominations & Honorary Awards Committee, held on 16 November 2010, would be available at the Council meeting on 26 January 2011. 10/363

**\*25 REMUNERATION COMMITTEE**

The Council noted that the minutes of meeting of the Remuneration Committee held on 24 November would be available at the Council meeting on 26 January 2011. 10/364

**\*26 STRATEGIC POLICY COMMITTEE**

The Council noted that the minutes of the meeting of the Strategic Policy Committee held on 5 October 2010 would be available at the Council meeting on 26 January 2011. 10/365

**\*27 COUNCIL EXECUTIVE**

The Council noted that the Council Executive met on 24 November 2010 and considered the Financial statements which were subsequently issued to Council for approval by circulation. 10/366

**\*28 SEALING OF DOCUMENTS**

The Council noted that the following document has been sealed since the last meeting 10/367

JCT Minor Works Contract for the refurbishment of the Lower Hub

**\*29 DATE OF THE NEXT MEETING**

The Council noted that the date of the next meeting was Wednesday 26 January 2011 at 5pm in MX034. 10/368

Katie Kerr  
College Secretary and Head of Governance  
10 January 2011