

M14/175 – M14/xx

Minutes of the meeting of Council held on Wednesday 1 October 2014 in Win 02/03 at 6pm

Present:	Mr Stephen Cox (Chair) Mr Paul Blagbrough Mr John Brannan Mr Dave Cobb Ms Gillian Craig Mr Gurpreet Dehal Ms Ann Ewing Professor David Gilbert Mr Majid Hawa Mrs Margaret Jack Ms Sarah King	Professor Paul Layzell Mr Jeremy McIlroy Ms Sarah Moffat Mr Mark Newlands Mr Gerry O'Hagan Ms Emma Peagam Mr Nick Perryman Mr Iain Ross Professor Liz Schafer Professor Anne Sheppard Mrs Chris Shoukry Mr David Spence
Apologies:	Mrs Christine Goodyear	Ms Colette Wilson
In attendance:	Professor Paul Hogg Professor Rob Kemp Professor Katie Normington Mrs Julia Roberts Mr Graeme Robinson Mr Simon Higman Mrs Rachel Knight Mrs Pauline Martin	Dean of Science Deputy Principal (Planning, Resources and Partnerships) Dean of Arts & Social Science Director of Strategic Development Director of Finance Registrar and Secretary Deputy Secretary and Secondary Minutes Governance Support Officer
Observers:	Dr Alan Bradshaw	UCU

- MEMBERSHIP**
NOTED that this was the first meeting for the following members: 14/176
Professor Elizabeth Schafer, Member of the teaching staff elected by the teaching staff whose term of office runs to 30 September 2017
Ms Emma Peagam, Student Union President 2014/15
Ms Gillian Craig, Elected Student representative 2014/15

NOTED that induction of the eight newly or recently appointed Council members took place prior to the meeting and new members were welcomed to Council 14/177
- REGISTER OF INTEREST**
Council was reminded of the procedure and no conflicts of interest were declared with any item on the agenda. 14/178
- MINUTES**
AGREED and signed the minutes of the last meeting, held on 2 July 2014 (M14/100-M14/174) 14/179
- MATTERS ARISING FROM THE MINUTES**

	NOTED that the minutes of the meeting of 2 July 2014 contained some matters that were commercially sensitive and remained in confidence.	14/180
	AGREED that paragraphs 135-142 would be redacted from the published minutes for the time being.	14/181
5.	UNSTARRING OF ITEMS None requested	14/182
6.	PRINCIPAL'S REPORT RECEIVED a written report from the Principal (CL/14/42) the Principal raised several key points from the report.	14/183
	NOTED that at the UUK Annual Conference the new minister for higher education and science, Greg Clark MP, answered questions on government policy and indicated that there was little likelihood that the £9k HEU fee cap would be lifted in the foreseeable future. He reported also that this summer's increase in student control numbers of 30,000 had only resulted in 15,000 additional students being accepted. The Principal speculated that the government did not foresee a significant increase in student numbers in 2015-16 resulting from the lifting of student number controls.	14/184
	NOTED that early indications showed that budgetary targets for student recruitment and admissions for September 2014 had been met and that this success resulted from three years' work and a strong team effort by staff in academic departments and in shared central services in improving every aspect of the recruitment and admissions process.	14/185
	The Chair of Council thanked the Principal, Deputy Principal and all the individuals across the College who had worked so hard to improve the recruitment and admissions processes and congratulated them on achieving the 2014 student recruitment targets.	
	NOTED that the lifting of the student number controls for 2015 entry posed new risks as students would be able to gain entry to their first choice University more easily. However the number of students making the College their first choice this year increased by 20% and efforts continued to improve student recruitment and admissions and further increase the numbers of student making Royal Holloway their first choice.	14/186
	NOTED that the School of Law had been launched incorporating the existing centre for Criminology and Sociology and students were signing up for the first open day of this academic year.	14/187
	NOTED that the Library model was available for members to view and that if the construction timetable was achieved the students admitted in 2014/15 would experience some of the benefit of the new building in the last few months before graduation.	14/188
	Council viewed the "How Far We've Come" video that showed Royal Holloway's achievements since the University launched its Strategic Plan in September 2013.	14/189
7.	CAPITAL FUNDING	
7.1	RECEIVED an update (CL/14/43), including the timetable for the private placement process, on the funding requirements for the capital programme and borrowing approved by Council at the meeting on 2 July 2014.	14/190
	NOTED that the process of appointing financial and legal advisers, due to be completed by the end of October, had started with the appointment of QMPF as financial adviser.	14/191

- 7.2 RECEIVED the terms of reference for the Debt Fundraising Oversight Group (CL/14/44) including the memorandum of escalation. 14/192
- NOTED that the purpose of the group was to monitor and oversee the process within the parameters agreed by Council and, when necessary for the success of the process, to escalate issues for urgent resolution. The group would have no devolved powers. The escalation memorandum attached to the terms of reference was a first draft of areas that had already been identified where escalation would be required should they arise. Further issues for escalation may be identified later in the process and would be added as they arose. 14/193
- CONSIDERED the need for an additional governance structure and that the oversight group should not step into areas of management. Audit and Compliance Committee would receive minutes of the Oversight Group meetings but the group would be actively engaged, meeting monthly, to flag the risks and escalate the key issues as they evolved. 14/194
- REQUIRED that due to the risks associated with placement in the US market consideration of the risks and approval by Council would be required before proceeding with any US placement. 14/195
- AGREED the terms of reference of the Debt fundraising Oversight Group.
- 7.3 RECEIVED an oral report from the Chair of the Debt Fundraising Oversight Group which met for the first time in the last week of September and had received a presentation from Andrew Watson of QMPF on the history of private placement and the process. 14/196
- NOTED that the terms of reference were discussed along with the timetable which was accepted as tight but realistic and detailed. Meetings would be held monthly with members available for conference call as required. 14/197
- 7.4 RECEIVED an update on the Student Residences Project Board (CL/14/45) responsible for the development of the new student residences north of the A30 which were to be constructed on a modular basis with a budget of £40m and ready for student admissions at the start of 2016/17. 14/198
- NOTED that Council were asked to agree an additional requirement for £0.75m, over and above the £1.25m agreed by circulation by the Finance Committee in August 2014, in order to complete pre-planning work up to the production of the investment case and for Council to agree to commit a further £5m for the initial development and building costs of the pods that may be required to ensure that the accommodation would be ready for the start of 2016/17 academic year. 14/199
- NOTED that planning permission was not yet approved, that the final project would come to Council for approval at the March meeting and that a Council oversight group would be appointed to oversee the project. 14/200
- AGREED the additional £0.75m, in addition to the £1.25m that was agreed by circulation by the Finance Committee, for pre-planning work. 14/201
- AGREED to set up an oversight group that would consider the commercial rationale and risks of upfront payments, should they be requested, once the planning decision had been received and escalate to Council if necessary. The £5m requested was not agreed at this time. 14/202
- REQUIRED Chair of Council to approve membership of the Oversight Group and terms of reference to be approved by Council at the next meeting. 14/203
8. **REPORT FROM HUMAN RESOURCES**
- RECEIVED an annual report from the Human Resources Department (CL/14/46) which provided a review of the progress with the People and Culture Strategy and the setting up of a number of new 14/204

initiatives and frameworks around recruitment and retention, performance and talent management and service excellence.

NOTED progress in these important areas in the last year that was laying the foundations to deliver the College's strategic ambitions and improve employee experience. This included the development of the People and Culture Strategy and the restructuring of the HR department to implement a Business Partner model that aligned the department to deliver the College priorities. The importance of positioning the People and Culture Strategy in the context of the overall College Strategy was emphasised. 14/205

NOTED the launch in October of the first survey of Employee Engagement with the College Strategy and staff views on the working environment which would inform the development of the People and Culture Strategy. The results would be reported to Council in due course. 14/206

NOTED the improved recruitment processes through the online web based recruitment system, improvements to the Performance Award Scheme and introduction of a Staff Recognition Award Scheme. Also the improvements to the Professorial Banding Scheme and provision of a new academic promotion scheme with an embedded route for academics who excel in teaching. 14/207

DISCUSSED the need to recruit and retain top quality people, the awareness of costs associated with staff turnover and recruitment, the lack of a clear career structure for support staff, and issues identified as a result of the proposed shift in the appraisal process towards performance management; in relation to the revised appraisal process, it was pointed out that the new system had significant impact on Head of Department workloads in agreeing targets, as for most academic staff this would have to be done by formal line-managers, rather than any appropriately trained academic. 14/208

NOTED the need to embed the new initiatives and frameworks whilst dealing with a number of the challenges in the next year and to monitor the success and the impact of the schemes and to report back to Council next year. 14/209

NOTED that a member considered the use of the word "continuous" in the penultimate paragraph with regard to strike action last year by UCU and Unite to be not entirely perfect. 14/210

9. COLLEGE STRATEGY

9.1 RECEIVED an oral update on the delays with determination of the Master plan and the steps that may be taken should determination not be achieved. 14/211

DISCUSSED the process of appeal and separate planning applications for development that would be required, the potential impact on the building schedule and the strategic and financial implications. 14/212

REQUIRED to outline the impact on the estates strategy should the determination of the Master Plan not be achieved in line with current College timescales also REQUIRED to evaluate the interdependencies of the estate development programme. 14/213

9.2 RECEIVED the Residential Procurement Policy (CL/14/47) which detailed the procedure that would be followed when the opportunity arose to acquire property or land considered strategically important to the College. 14/214

APPROVED the Residential Procurement Policy 14/215

9.3 RECEIVED the draft planning letter 2014 (CL/14/48) which set out the key priorities that Council expected to see progress in 2015/16 however it was NOTED that the preparation for REF 2020 may need to be adapted once the outcome of the REF 2014 were published in early 2015. 14/216

- APPROVED the 2014 planning letter to be sent 14/217
10. **ACADEMIC DEVELOPMENTS**
- 10.1 RECEIVED the Academic Board yearly report (CL/14/49) that provided an overview of the role of the Board and a summary of business for 2013/14. 14/218
- NOTED that the periodic reviews by the Quality Assurance Agency (QAA), the independent body entrusted to monitor and advise on standards and quality in UK higher education, provide assurance to Council of the quality of the academic systems in place and that appropriate standards were applied in College. As part of a periodic review the QAA expected to see that periodic departmental reviews (PDR) were carried out and that departments or schools developed an action plan with a monitored implementation. College conducted PDR's on a six yearly cycle and the Academic Board report showed that the outcome and action points of the PDR's of six departments or schools were considered by Academic board in the last academic year. 14/219
11. **ANNOUNCEMENTS**
- Mrs Sally Chilver (1914-2014)** 14/220
Principal, Bedford College (1964-71)
- 'Elizabeth Millicent Chilver, known as Sally Chilver, died on 3 July 2014 at the age of 99, just a month short of her centenary. A historian, political scientist and anthropologist, she was notably Principal of Bedford College, University of London from 1964-71 and Principal of Lady Margaret Hall, Oxford from 1971-79.
- Sally was the daughter of Philip Graves, a noted foreign correspondent for *The Times*, and niece of the poet Robert Graves. She was educated at Benenden School and read History at Somerville College, Oxford, graduating in 1932. She worked as a journalist from 1937-39, saw war time service in the civil service and returned to journalism from 1945-47. From 1948-57 she was Acting Principal and Secretary of the Social Science Research Council (precursor of the ESRC) and the Economic Research Committee of the Colonial Office. Sally was then appointed Director of the University of London's Institute of Commonwealth Studies, a post she held from 1957-61, before shifting to work as a senior researcher at the Institute until 1964.
- Sally took over from Dr Lillian Penston as Principal of Bedford College in 1964, a time of expansion for the College. The Robbins Report had been published the year before and recommended immediate expansion of all universities. Sally established Bedford as a co-educational college in 1965, brought management systems up to date with the help of the Registrar and the College Secretary, encouraged scholarship, introduced Sabbatical Years and improved and expanded student amenities. In line with the Robbins Report, the College recognised that the products of scholarship and research were crucial to teaching and that to play its full part in higher education it should abandon its traditional, if implicit, policy of sacrificing individual research to teaching. There was encouragement for academics by the introduction of an arrangement whereby a year's teaching could be concentrated into two terms, leaving the lecturer free to pursue research in the third term.
- Prior to joining Bedford College, Sally worked closely with the anthropologist Phyllis Kaberry in Cameroon, where she was known locally as "Mama for Story". In later life, her accounts of anthropological adventures in Africa and of her early family life enthralled generations of Oxford students who visited her. Sally was also variously a trustee of the British Museum, a member of the governing body of the School of Oriental and African Studies, University of London, and Editor of Volume 2 of *History of East Africa* (Clarendon Press, 1965). In 1995 and 1996 various Festschrift publications appeared to celebrate her work, especially in the field of Cameroon Studies. She married Richard Clemenston Chilver, a civil servant, in 1937 and he predeceased her in 1985. A memorial service would be held at Lady Margaret Hall Chapel, Oxford, at 2.30 p.m. on Saturday 22nd November.

- NOTED the Secretary would represent the College at the memorial service 14/221
12. **REPORT OF DECISIONS TAKEN BY THE CHAIRMAN**
NONE 14/222
13. **REPORT OF DECISIONS TAKEN BY CIRCULATION**
NONE 14/223
14. **HONORARY DEGREES**
NOTED the Honorary Degrees of the University of London awarded during graduation week to Choreographer Jasmin Vardimon, geologist Professor Lynne Frostick and Director General of Ordnance Survey Vanessa Lawrence CB. 14/224
15. **RENEWAL OF PROFESSIONAL INDEMNITY INSURANCE**
NOTED that Council members were asked to provide an update to the Secretariat (CL/14/39 2 July 2014) and that no issues were reported. 14/225
16. **DRAFT COUNCIL STRATEGY DAY SCHEDULE**
NOTED the draft schedule for the Council Strategy days on 17 and 18 November 2014 (CL/14/50) 14/226
17. **RECEIVED THE FOLLOWING MINUTES (CL/14/51)**
Audit and Compliance Committee 24 July 2014. 14/227
18. **COMMITTEES HANDBOOK**
RECEIVED the 2014 updated Committees Handbook. (CL/14/52). 14/228
19. **COUNCIL AND COMMITTEE MEETING DATES**
NOTED meeting dates to December 2015 (CL/14/53) 14/229
20. **SEALING OF DOCUMENTS**
NOTED the sealing of a document Purchase of Oatlands Cottage South Road Englefield Green ("Property") on 27 August 2014. 14/230
21. **DATE OF THE NEXT MEETING**
To note that the next meeting of Council will be held on **Tuesday 18 November 2014** as part of the Council Strategy days on 17 and 18 November. 14/231

Signed:

Mr Stephen Cox CVO
Chair of Council

Date

