

(M/13/01-M/13/122)

Royal Holloway  
University of London

## COUNCIL

Minutes of the meeting of the Council held on Wednesday 20 March 2013 at 5pm in Windsor Seminar Room 02-03

Present:	Mr Andy Alway Mr John Brannan Professor Clare Bradley Mr Stephen Cooksey Mr Stephen Cox (Chair) Mr Doug German Mrs Christine Goodyear Mrs Margaret Jack Professor Paul Layzell Mr Richard Mallett	Mr Jeremy McIlroy Mr Mark Newlands Mr Joseph Rayment Mr Iain Ross Professor Anne Sheppard Mrs Chris Shoukry Mr David Spence Mrs Sarah Tyacke Ms Colette Wilson
Apologies:	Mr Paul Blagbrough Mr Gurpreet Dehal	Mr Majid Hawa Dr Jackie Hunter
In attendance:	Professor Rosemary Deem Professor Rob Kemp  Professor Katie Normington  Professor Julian Johnson Dr Emm Johnstone  Professor Bob O'Keefe  Mrs Julia Roberts Mr Graeme Robinson	Vice Principal (Education) Deputy Principal (Planning, Resources and Partnerships) Vice Principal (Staffing) and Dean of Arts & Social Sciences Head of Music (left after item 7) Senior Executive Manager (for item 9.4) Vice Principal (External Engagement) and Dean of Management & Economics Director of Strategic Development Director of Finance
With:	Mr Simon Higman Miss Clare Munton	Registrar and Secretary Governance Assistant
Observers:	Mrs Hilary Baker Professor Duska Rosenberg	Governance Assistant UCU observer

## **FORMAL BUSINESS**

### **1 MEMBERSHIP**

Mrs Christine Goodyear, who had been appointed as a lay member, was welcomed to her first meeting. 13/01

### **2 CONFLICT OF INTEREST**

It was noted that one member was also a member of Surrey County Council. Agenda item 16, Use of Estate Land, discussed seeking approval for use of a thin strip of College land by Surrey County Council to create a pedestrian crossing. 13/02

The Council noted that one member was a Director of Benetic Limited, which had made a grant to fund a specific project in the School of Biological Science. The same member was also Chairman of Ark Therapeutics Plc which had signed a Confidential Disclosure Agreement with another member of the School of Biological Science regarding a possible collaboration. 13/03

It was noted that one elected member had raised an Equal Pay Claim with an Industrial Tribunal against the College. Agenda item 15, Pay Issues, considered both Equal Pay and Professorial Banding. 13/04

### **3 MINUTES**

The minutes of the previous meeting (M12/293-M12/374) were confirmed. 13/05

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

#### Admissions Handbook (M12/236)

To note that the Admissions Handbook had been updated following the meeting of Academic Board on 28 November 2012. The Council were asked to formally approve the Admissions Handbook under starred agenda item 27. 13/06

#### Performance Monitoring (M12/314)

The Council noted that the College had appointed a full time Equal Opportunities Adviser, who was expected to start after the Easter vacation. 13/07

### **5 UNSTARRING OF ITEMS**

The following items in part B were unstarred 13/08

Item 21 Unconfirmed minutes from the meeting of the Council Executive held on 27 February 2013 (CL/13/18) 13/09

Item 26 Minutes from the meeting of the Remuneration Committee held on 18 December 2012 (CL/13/21) and unconfirmed minutes from the meeting of the Remuneration Committee held on 27 February 2013 (CL/13/22) 13/10

## **6 REPORT FROM THE CHAIRMAN**

The Council received a short oral report from the Chairman in response to the changes to the Senior Management Team which took place in December 2012. It was noted that there had been dissatisfaction amongst Council members that the decision to appoint Professor Katie Normington and Professor Bob O'Keefe as Vice Principals for Staffing and External Engagement respectively had been taken by Chair's action and not by circulation. The Council were in support of the decision to make the appointments but would have welcomed the opportunity to comment. The Chairman noted that there was some ambiguity around the exercise of Chair's action. He had asked this to be considered and clarified as part of the Council Effectiveness Review. 13/11

One elected member noted that there was widespread concern amongst academic staff that the workloads of some members of the College Executive were becoming unmanageable and that doubling up of roles could lead to conflicts of interest. It was noted that senior management jobs always involved reconciling different demands and that this would be kept under review. The Council were informed that the changes had been made as part of the College's commitment to achieving savings in the Professional Services. They were assured that the workloads of members of the Executive were under constant review and that proper support arrangements were being implemented to ensure that the work remained manageable. 13/12

## **7 PRESENTATION FROM THE HEAD OF THE MUSIC DEPARTMENT**

The Council had been informed at the meeting in November 2012 that it had been a challenging summer for the Faculty of Arts & Social Sciences as much of the shortfall in recruitment of AAB+ students had fallen within the Faculty and there were sector wide challenges in securing humanities funding. The Dean of Arts and Social Sciences provided Council with a short oral update on recent developments in the Faculty. Student applications had increased across all departments except the School of Modern Languages and various research grants had been awarded in a number of departments indicating that the Faculty remained competitive in a difficult environment. 13/13

The Council received a presentation from Professor Julian Johnson on student life in the department of Music, which included an overview of the degree structure, student work schedules and the departmental student support arrangements. The Council noted that the Department of Music was ranked first out of all UK universities in the RAE 2008. It was hoped to make an appointment to the Regius Chair within the next few weeks. 13/14

One member of the Council asked how the Music Department had built such a good reputation. Professor Johnson informed the Council that the department had a long and accomplished history and successive heads had continued to build on the legacy. It was noted that the department achieved high NSS scores and had not achieved its significant success in research at the expense of its teaching. 13/15

One member of Council noted that the department was located off main campus and asked if location was important. It was noted that although the perception was that this afforded the department a certain amount of autonomy, the department did not want to be semi-detached and engaged in many interactions with other academic departments. 13/16

It was noted that application rates for Music were strong, although the department sometimes struggled with conversion rates. Applicants for music programmes at Royal Holloway also tended to apply to Oxford and Cambridge and therefore competition was high. 13/17

One elected member asked if students had raised any concern about current library provision. The Council were informed that there had originally been concern when the Music library was closed and the collection relocated into Founders library but since the move had taken place the department had received positive feedback. 13/18

One student member asked if there was anything specific that other academic departments could learn from the successes in the Music Department. The Head of Department considered that Music students were responsive to the idea that the courses offered were closely related to areas of staff research. First years were allocated to a tutor group, which met weekly and the Head of Department noted that this seemed to help to integrate and support students with university life. 13/19

The Council thanked Professor Johnson. Professor Johnson left the meeting. 13/20

## **8 PRINCIPAL'S REPORT**

The Principal gave a brief update on recruitment and admissions. The 2014 recruitment cycle had started with a College Open Day for prospective applicants on Saturday 16 March 2013. Following a series of student focus groups, the content of the undergraduate prospectus had been revised to ensure that it met the expectations of prospective students. The website was also under revision, and was expected to go live in April 2013. The Deputy Principal and the Admissions Team were finalising arrangements for confirmation and clearing 2013. 13/21

The College was preparing to launch a fundraising campaign entitled the 'Curiosity Project' which had a target of £25 million to be raised from donations and philanthropic gifts over a set period. External publicity would be kept to a minimum during the 'quiet phase' whilst the campaign built up momentum. There would be opportunities to draw in Council members to support the process. 13/22

The Council noted that the College had recently awarded a PhD to an 82 year student, who was thought to be the oldest recipient of a PhD in the College's history. 13/23

The Council were informed that there had been a small fire in Wettons Terrace on Monday 18 March and that an investigation of the cause was ongoing. There was 13/24

no significant damage to the building. The appropriate College services had responded well to the incident which meant that the Music Department and Study Group, the main users of the building, were able to continue teaching with minimal disruption.

The Council noted that proposed changes to the UCAS system could result in UCAS being forced to allow European universities to accept students through the system which would make it easier for UK students to apply to European institutions. This was initially expected to affect only small numbers of students but there was the potential for numbers to increase. One elected member of Council asked if there would be an opportunity for UK institutions to use European university application systems to recruit European students to UK universities but this was not yet known. 13/25

The recruitment process for a Director of Human Resources was ongoing with formal interviews scheduled for 9 April 2013. 13/26

One student member asked how the closure of the University of London's Marine Biology Station at Milport in Scotland would impact on Royal Holloway students. The station was running at a loss and only 20% of usage at the facility was from University of London Colleges and HEFCE had withdrawn its grant. The Principal was liaising with the Collegiate Council to ensure that the affected Colleges were properly consulted and that they received assistance with transition arrangements. The College had started to explore alternative options. 13/27

## **9 GOVERNANCE**

### **9.1 Student Disciplinary Regulations**

The Council received a revised set of student disciplinary procedures and terms of reference for the Student Discipline Committee (CL/13/02). The Council were informed that the revisions had been made in close consultation with the Students' Union. Members of the senior management team, student advisory services and members of Council who had been involved with the Student Discipline Committee had also been consulted. The revised regulations used simplified and less legalistic language to enable students to better understand the regulations and at the request of the Students' Union included a flow chart summarising the procedure. 13/28

The current hearing process required Council members' involvement at both the initial hearing and the appeal stage. Legal input has strongly suggested that Council should not be involved in the first hearing and apparently this is unusual and not desirable because it requires them to act as managers rather than governors. The revised regulations proposed that Council should only be involved at the appeals stage and the initial hearing would be chaired by a Vice Principal or nominee. It was hoped that this would speed up the process as arranging panels with lay members had sometimes proven to be time consuming. Appeal hearings had also often been a repeat of the first hearing rather than a review which was not helpful to the parties involved and had meant that the Council member that chaired the original committee was required to present the decision of the Disciplinary Committee to the Appeal Committee, and there were indications that Council 13/29

members who had been involved in this had found it uncomfortable. One Council member noted that this option still allowed the students to have their appeal heard by an independent panel without being subject to an unacceptable delay between the referral, the first hearing and the appeal.

Two further amendments that were highlighted to the Council were the drafting of a book of precedents to help support panel decision making and to ensure consistency and the introduction of a penalty of 'suspended termination'. One Council member who had recently been involved in chairing Student Discipline Committee meetings noted that the Committee had successfully started to use this penalty. 13/30

It was noted that academic offences, including plagiarism, were dealt with by Academic Development Services. 13/31

The Council were informed that the number of Student Discipline Committee cases was increasing and was expected to continue to rise because of increased student numbers and the College's reduced tolerance for anti social behaviour in response to feedback from the student body. It was important that the regulations enabled the College to respond quickly to disruptive behaviour. 13/32

One student representative informed the Council that the Students' Union was in support of the revised procedures, particularly as the process had been streamlined to reduce the time taken between referral to the College Secretary's Office and convening a hearing because of the possible detrimental effect of long delays on students' academic and personal wellbeing. 13/33

One member asked how the College communicated behavioural expectations to its students. It was noted that the College recognised this was an area that needed to be addressed and it was considering how better to incorporate communication on expected academic and non academic standards of behaviour into its welcome week activities. 13/34

One elected member noted that minor and major misconduct were not clearly defined and that it would be useful to include examples of each in the appendix, and also to clarify who would decide if an offence would be considered as minor or major misconduct. The Registrar and Secretary noted this point and would give it further consideration. 13/35

One elected member noted that the flow chart needed some further revision. 13/36

One member asked if a student could challenge the constitution of a panel. The Registrar and Secretary advised that the Secretary to the panel would listen to student representations and make changes to the panel composition if there was a compelling reason for doing so. However, there was no intention to document this in the procedure. 13/37

The Council 13/38

APPROVED

in principle the revised Student Discipline Regulations and Student Discipline Committee Terms of Reference but noted that some of the details needed further refinements. It was expected that the new regulations would be effective from the 2013-14 academic year. 13/39

## 9.2 Students' Union Code of Practice

The Council received an amended Students' Union Code of Practice (CL/13/03), which was last approved in 1999. The main amendments related to the formatting of the document which linked the requirements of the 1994 Education Act with the College's response, the addition of a schedule of key actions, and an appendix detailing restrictions placed on charities by law based on guidance from the Charities Commission. 13/40

The Council noted that it would be beneficial if the Students' Union President could include a note in their annual report to Council to provide reassurance that the Students' Union had been compliant with the Code of Practice. 13/41

The Council were informed that the Students' Union had recently voted to change the composition of its Trustee Board by removing the Senior Management Team or lay Council member position on the Board. Amendments to the constitution of the Trustee Board required Council approval and this approval had not yet been sought. One member of the Council asked if the Code of Practice was relevant to the appointment of the Trustee Board. It was noted that this was a complex situation because it was clear from the Education Act that the Council had to approve the Students' Union constitution, which included Schedule 2: Duties and Responsibilities of the Trustee Board. The Charities Commission also had to approve the composition of the Trustee Board and took precedence over the College Council. It was noted that the situation needed further consideration to best find a way of allowing the Students' Union to take a view of how they should be governed whilst remaining mindful of Council and Charities Commission responsibilities. 13/42

One Council member informed other members that they were aware of several Students' Unions that had registered with the Charities Act 2004, therefore becoming incorporated bodies which limited the liability of their trustees. 13/43

## 9.3 Committees Handbook

The Council received the Committees Handbook (CL/13/04), which had been updated since its last review by Council in November 2011. It was noted that most of the amendments related to updates to committee terms of reference including the Council's terms of reference which had been updated to make them consistent with the statute changes approved in December 2011. The Schedule of Delegation had been removed from the Handbook as there had been some concern that it was hidden in the book, and it had been agreed that it would be reviewed annually by the Council Executive. 13/44

One elected member noted that the terms of reference for the Equalities Steering 13/45

Group had not been included in the Committees Handbook and asked if there were plans to do so. Terms of reference for steering groups and working groups were not usually included in the Committees Handbook because they did not maintain a static position but the Secretariat noted the comment and agreed that it would be useful if they were posted in the Equal Opportunities section of the College website. The Secretariat would raise this with the incoming Equal Opportunities Adviser.

13/46

The Council

APPROVED

the Committees Handbook.

The Council were informed that a full Committee Review was expected to take place following the completion of the review of the College and Statutes and Regulations.

13/47

#### 9.4 Council Effectiveness Review

*Dr Emm Johnstone, Council Effectiveness Review Project Manager was in attendance for this item*

The Council received an update on progress with the Council Effectiveness Review. The project board had collected information about good governance arrangements and how effectively the College Council was operating by surveying Council members and those regularly 'in attendance' at Council meetings, and studying governance arrangements at comparable universities. The Council noted the benchmarking report and results of the members' survey.

13/48

It was noted that there was general satisfaction about the operation of Council, although lay members were more satisfied with existing arrangements than the elected members.

13/49

The process had identified a number of changes that could be implemented quickly by the Secretariat to offer additional support to the Council. These included providing greater clarity in the guidance given to members on their roles and responsibilities, improvements to the induction process, amendments to the arrangements for meetings including introducing a standard template cover sheet for Council papers, continuing to circulate papers seven days in advance of the meeting, a shared drive for committee papers, and aiding communication between Council and the College community. There was a general acceptance that Council meetings should continue to start at 5pm to fit in with members' commitments outside of the College and that a meal should be provided at the end of each meeting to recognise that some members had travelled significant distances to attend meetings, although a formal dinner would only be held twice a year.

13/50

Survey responses had shown there was some concern about Council's ability to monitor service delivery. The project board was considering as to how this could

13/51



be addressed.

Members indicated they would like to be better informed about the work of Academic Board. The project board also recommended that the governance review was extended to cover arrangements for Academic Board. Academic Board accepted the proposal at its meeting on 6 March 2013. 13/52

It was hoped that the project board would be able to discuss proposals on achieving the skills mix and diversity required for an effective Council, the size of Council and the volume of business at the Council meeting on 26 June 2013. Council were asked to note that although the size of the Royal Holloway Council appeared to be at the larger end of the spectrum, Council business was continuous and it would be problematic for it to operate effectively and populate its sub committees if the size was dramatically reduced. One student member asked if there were plans to reduce the staff or student contingent on Council. It was noted that no decision had yet been made on this and that the size of Council was determined by the number of lay members as there had to be a lay member majority. 13/53

Some concern was raised about the volume of papers for meetings and that there was not always enough time to digest the information between circulation of the papers and the meeting date. It was noted that moving forwards the Secretariat would have more of a role in ensuring that the papers sent to Council were fit for the governance function and had a cover sheet that clearly summarised the key aspects of the paper. It was suggested that small working groups of Council members could be convened to consider major issues and that the group would report back to Council as required. 13/54

One lay member suggested that the recommendations needed an action plan which detailed what would happen and when. 13/55

The recommendation relating to the unstarving of papers advised that requests to unstar papers should be made by 10am on the Monday before the Council meeting. It was acknowledged that not all Council meetings were held on Wednesdays and that this wording should be revised to recommend, for example, 48 hours in advance of the meeting. 13/56

One elected member asked if there were plans to engage in wider consultation with the College on the Statutes review. It was noted that a project website would be created which would provide an opportunity for members of the College to comment on the review. 13/57

The Council formally NOTED the benchmarking report and the results of the effectiveness survey. 13/58

The Council

APPROVED

The changes to the operation of the Secretariat and to meeting procedures outlined in point 2 of paper CL/13/05 13/59

The Council AGREED to minute that an annual round up of issues discussed by Academic Board and its related committees is requested for the March meeting of Council.

The Council 13/60

#### APPROVED

1. The extension of the current governance review project to encompass a review of the governance arrangements in operation for Academic Board. 13/61
2. The publication of the benchmarking report and the effectiveness survey on the College website.
3. That the benchmarking report could be shared with those universities that supplied information in its preparation

The Council NOTED that the project board would continue to evaluate the effectiveness of the College's governance arrangements and would present further recommendations at future Council meetings. 13/62

#### 10 MAJOR PROJECTS

The Council received a paper updating them on progress with the Library project (CL/13/06). 13/63

It was noted that the College's project governance framework required large scale projects to be scrutinised by an independent review panel at each gateway point and in accordance with this three Council members had been appointed to sit on a review panel for the Library Project. The project was at stage two of the gateway process and delivery options were being considered. It was anticipated that the Finance Committee and the Council would be asked to consider and approve the final investment case at their meetings in October and November 2013 respectively. 13/64

One member of Council asked whether 'library project' was the most suitable name for the project as it encompassed more than just rebuilding the library. A student representative considered that it was an appropriate project title because it was being driven by student complaints about lack of library space and a library was a central space that all students could identify with. Another member noted that this was only the working title of the project and that how it was branded moving forwards was a separate issue, for example the name of the new building was yet to be decided. 13/65

It was noted that one member of Council had considerable high level experience of large scale construction project management that could be drawn upon as the project developed. 13/66

A member of the Audit and Compliance Committee asked that the Council be kept informed of the main project risks and the mitigations in place to ensure its 13/67

successful completion.

## 11 RESIDENCES

The Council received an update on the student residences programme (CL/13/07). 13/68  
Negotiations with the University of London regarding the depository site were ongoing. The Council noted the developments contained in paper CL/13/07 and endorsed continued negotiations with the University of London on an early surrender of the lease.

## 12 FINANCIAL MATTERS

### 12.1 Financial Out-turn 2012-13

The Council received the summary of the estimated financial outturn 2012-13 (CL/13/08). 13/69

The Council noted that student tuition fee income was projected to be £3.6 million below budget, mostly attributable to a shortfall in recruitment of students with grades AAB+. 13/70

The forecast outturn had improved since the report provided at the Council meeting in November 2012 because expenditure on repairs projects funded from the Founders Endowment Fund was under budget and the expected surplus for the RCS account was higher because of below budget staff costs. 13/71

### 12.2 Financial Outlook and Estates Development

The Council received a paper on the longer-term financial outlook in context of the need to invest in the estate (CL/13/09). 13/72

The Council noted that there was low income growth after 2015-16 once the effects of the introduction of the £9,000 tuition fee had ended. Costs were predicted to grow for a number of reasons. It was currently unrealistic to expect that research income could be significantly increased and it was expected that government funding would reduce in real terms. Teaching income therefore had to be the main focus for achieving income growth. 13/73

The College was assessing the long term investment requirements of the estate as part of the strategic plan review and the planning process. It had become apparent that the College needed to invest in the estate in order to provide facilities which would enable it to compete for students and staff, and to address the current pressure on space which was denying departments that were attracting high numbers of ABB+ applicants the flexibility to recruit additional students. The Council were informed that the estimated investment cost, excluding student residences, was approximately £150 million. The main priorities had been identified as a new library and additional teaching rooms including a 250 seat lecture theatre. 13/74

The Council noted that investment was critical to enabling the College to remain competitive, and for generating income. However, the College also needed to find a balance in the pace of investment so that it did not over commit to projects 13/75

without having in place the cash flow to fund them.

### **13 STRATEGY**

The Council received an update on progress with development of the new strategy, which included the framework for creating the final strategic plan (CL/13/10). The framework was based on the outcome of discussions at Academic Board and Council in November 2012, along with the results of an online consultation process with staff and students. The Council also noted the proposed Key Performance Indicators which were presented in tabular form at the end of the paper. Section one was an overview of the plan including the College's academic guiding principles, the values and beliefs, its future and its priorities. Section two contained the main themes of the strategy with aims and associated objectives for implementation. Section three, entitled 'Helping to Achieve Our Goals', contained a list of the College's Key Performance Indicators (KPIs), which had been reduced from the number listed in the existing strategy following comments made at previous Council meetings that there were too many KPIs. It was noted that the KPIs had not yet been quantified and that the targets by which Council would be asked to monitor the College's strategic objectives would be presented at the Council meeting on 26 June 2013. 13/76

The Council were supportive of the draft strategy as outlined in CL/13/10, although it was noted that the strategic priorities listed in sections one and two should be more consistent and link more clearly to the KPIs to enable Council to monitor progress. It was also noted that clarification was required on the timescale for implementing the strategy, whether this was within the next 10 years, or by 2020. 13/77

The Council thanked the Director of Strategic Development and the Deputy Principal for their work on drafting the plan. 13/78

### **14 POLICIES**

The College used a number of overseas educational agents to support the recruitment of fee paying international students. The use of these agents needed to be managed effectively to protect the College from the financial and reputational risks associated with poor agent management. The Council received the College's policy on recruiting and monitoring international educational agents (CL/13/11). The Council noted that the policy had been developed alongside the Admissions Handbook and Donations Acceptance Policy to address the recommendations from the Woolf enquiry into links between Libya and the LSE 13/79

The Council 13/80

APPROVED

the Educational Agent Policy document.

### **15 PAY ISSUES**

	Professor Clare Bradley and Professor Duska Rosenberg withdrew for this item.	13/81
15.1	The Council received a report from the Council Executive following its consideration of the College's Professorial Pay Banding Scheme (CL/13/12).	13/82
	As part of its consideration of the banding scheme, the Council Executive and Chair of the Equality and Diversity Committee had meet with Mills and Reeve, the College's solicitors, and asked them to carry out a review of Royal Holloway's proposed revised professorial banding scheme alongside the issues raised within the UCU report of June 2012. The Chair of Council read out some headline points taken from the Mills & Reeve report. The advice was noted and Council members were asked that the advice be held in strict confidence and not disseminated outside of Council without Council Executive's express consent. The Council was also told that both the original report from Mills & Reeve and the headline points from the report shared with Council were confidential and legally privileged.	13/83
	Following consideration of the report from Mills & Reeve and following their meetings, the Council Executive informed Council that they were satisfied that the new professorial banding pay scheme will provide the College with a fair, robust and transparent pay mechanism for the Professoriate that rewards work of an equivalent standard, regardless of gender. The Council Executive did not believe the professorial gender pay gap highlighted in the Equal Pay Review was caused by the professorial pay scheme. The Council were informed of a range of initiatives that the College hoped to implement to support and encourage female appointments and progression within the academic grades. It was noted that the initiatives would not bring immediate results.	13/84
	The Council noted that consultation with UCU on the proposed improvements to the banding scheme had been positive, and that the professoriate had been issued with a joint statement from UCU and College management in February 2013 which updated them on progress of the revisions. It was hoped that College would be in a position to launch the revised scheme before the Easter vacation. Council noted that College did not expect to re-run the entire banding process but professors would be invited submit documentation for a grading review should they wish to.	13/85
	One student representative asked how the review panels were convened. It was noted that peer assessor and mentors were nominated via the Faculty Boards and that at least one member of each panel would be female.	13/86
15.2	The Council received the Equal Pay Review 2012, including the College management response to the review, and a report from the Remuneration Committee (CL/13/13).	13/87
	The Equal Pay Review had highlighted a number of positive points but had also shown a range of pay gaps, including amongst the professorial staff and minority ethnic groups. The gender pay gap for base salary of professors still existed but had been reduced since the Equal Pay Review conducted in 2009. The reasons for the pay gap were noted as the legitimate use of market supplements in competitive but male dominated disciplines and the uneven distribution of male and female	13/88

professors in the professorial bands. It was noted that the pay gap increased to 11.6% if market supplements and pay protection were taken into account. There remains a significant pay gap in base rates of pay that is a cause for concern.

The Council noted that the College Management had started to draft an action plan to address these issues, which had been considered by the Remuneration Committee at its meeting on 27 February 2013. The Equality Steering Group and campus unions would be asked to input into a more detailed action plan with measurable targets and timescales for implementation. It was noted that it would be useful for the Vice Principal (Staffing) and the Chair of the Equality and Diversity to meet to discuss the plan and to present an overview at a future Council meeting to provide assurance to Council that the issues raised in the report were being properly addressed. It was acknowledge that there was a lot of work to do in this area. 13/89

## 16 USE OF ESTATE LAND

This item was brought forward for discussion immediately after item 14. 13/90

The Council received a paper asking for approval to dedicate a thin strip of College land for use by Surrey County Council to create pedestrian crossings at the A30 St Jude's Road junction (CL/13/14). 13/91

Following the death of a student crossing the road at a junction on the A30 in 2012, the College had been in consultation with Surrey County Council regarding potential safety improvements including a pedestrian crossing on the A30, a reduction in the speed limit on the A30 to 30 miles per hour and a traffic restraint at the Piggery Gate that would allow the gate to be used thereby slowing the traffic. 13/92

Surrey County Council agreed to install a pedestrian crossing at the St Jude's Road junction on the A30, which a traffic survey had shown to be the busiest place for students to cross the road. The scheme would involve expanding the existing traffic islands to create a wider junction so as not to seriously affect the traffic flow and the county council had asked the College to dedicate a narrow strip of its land to them for this use. The College Council were asked to note that legal responsibility for maintenance of this land would pass to Surrey County Council and that it was unlikely this land would ever be returned to the College. 13/93

Negotiations were ongoing to finalise the details of the dedication but a final agreement would need to be reached before the next Council meeting on 26 June so that Surrey County Council could carry out the work in its 2013-14 financial year. 13/94

It was noted that the student community were extremely supportive of the decision to install the pedestrian crossing. 13/95

The Council 13/96

AGREED

to approve in principle the dedication for Highways use of a small strip of College

land north of the A30. Council also

AGREED

to delegate authority for making a final decision to the Council Executive.

One elected member of the Council noted that there was a mobile phone mast in the area and asked if there were plans to move this. The Council were informed that all parties involved were aware of the current positioning of the phone mast. 13/97

## **PART B: ITEMS FOR FORMAL REPORT AND FORMAL APPROVAL**

### **16\* ANNOUNCEMENTS**

The Council noted with great sadness the death of Mr Bob Potts. Mr Potts had made an invaluable contribution to the work of the Council during his term of office as a lay Council member from 1 February 2006 until October 2011. 13/98

### **17\* REPORT OF DECISIONS TAKEN BY THE CHAIRMAN**

In the absence of a permanent Chair of the Student Discipline Committee following Mrs Esther Horwood's retirement from Council in July 2012, the Chair agreed to the appointment of Mr Stephen Cooksey as Chair of two meetings of the Committee on 17 January 2013 and one meeting on 8 March 2013. 13/99

In December 2012, on the recommendation of the Principal, the Chairman approved the appointment of Professor Katie Normington as Vice Principal (Staffing) in addition to her duties as Dean of Arts and Social Sciences, and the appointment of Professor Bob O'Keefe as Vice Principal (External Engagement). 13/100

On the recommendation of the Finance Committee, the Chairman approved the purchase of a property in Englefield Green. The property was situated immediately behind and adjacent to Penrose Court. 13/101

### **18\* REPORT OF DECISIONS TAKEN BY CIRCULATION**

No decisions had been taken by circulation since the Council meeting held on 23 November 2012. 13/102

### **19\* ACADEMIC BOARD**

The Council received the confirmed minutes from the Academic Board meeting held on 28 November 2012 (CL/13/15) and the unconfirmed minutes from the Academic Board meeting held on 6 March 2013 (CL/13/16). 13/103

### **20\* AUDIT & COMPLIANCE COMMITTEE**

The Council received the confirmed minutes from the meeting of the Audit & Compliance Committee held on 12 February 2013 (CL/13/17). 13/104

**21\* COUNCIL EXECUTIVE**

The Council received the unconfirmed minutes from the meeting of the Council Executive on 27 February 2013 (CL/13/18). 13/105

One elected member raised concern that the Council Executive had met with Mills and Reeve on 18 December 2012 to consider the concerns raised by the UCU over the College's professorial pay scheme and whether the proposed amendments to the scheme addressed these concerns as this meeting was held prior to consultation with the UCU on revisions to the professorial banding scheme. The member was concerned that the Council Executive appeared to have accepted revisions to a scheme that had not yet been agreed with the professoriate or unions. 13/106

**22\* EQUALITY & DIVERSITY COMMITTEE**

The Council received the unconfirmed minutes from the meeting of the Equality & Diversity Committee meeting held on 14 February 2013 (CL/13/19). 13/107

**23\* HEALTH & SAFETY ASSURANCE COMMITTEE**

The Council noted that the first meeting of the Health & Safety Assurance Committee was scheduled to take place on 16 April 2013. The minutes of the meeting would be available at the Council meeting on 26 June 2013. 13/108

**24\* FINANCE COMMITTEE**

The Council received the unconfirmed minutes from the meeting of the Finance Committee held on 7 February 2013 (CL/13/20). 13/109

**25\* NOMINATIONS COMMITTEE**

The Council noted that the unconfirmed minutes of the Nominations Committee meeting held on 20 March 2013 would be available at the Council meeting on 26 June 2013. 13/110

**26\* REMUNERATION COMMITTEE**

The Council received the confirmed minutes from the Remuneration Committee held on 18 December 2012 (CL/13/21) and the unconfirmed minutes from the Remuneration Committee meeting held on 27 February 2013 (CL/13/22). 13/111

One elected member asked for additional information in relation to M12/49 from the minutes of the meeting held on 18 December 2013. The member asked what the gender pay gap was following a pay review of non professorial Grade 10 staff by the Hay Group. The Chairman noted that as this review involved such a small group of staff it was not appropriate to discuss the matter further at this meeting because there was the potential to identify individual staff members. 13/112

One elected member asked for more details on M13/10 from the minutes of the meeting held on 27 February 2013. The Remuneration Committee noted that 13/113



although employees were usually appointed to the first incremental point of the designated scale, there must be flexibility to appoint higher up the scale if there was enough evidence to support doing so. The member asked what evidence would be considered acceptable. It was noted that the Acting Director of Human Resources was drafting a set of criteria.

The same member noted that the College was proposing to expand the use of mentoring aimed at encouraging academic career progression amongst female academics and asked what evidence there was to support the suggestion that these would have an effect in reducing the gender gap in pay of professors. The Vice Principal for Staffing referred to research indicating that helping female candidates was one of three ways recommended for reducing gender gaps in pay, the other two ways forward being “developing the assessors” and “refining the process”  
The Chairman said that further discussion of these minutes was not appropriate at this meeting. 13/114

**27\* ADMISSIONS HANDBOOK**

The Council 13/115

APPROVED

the Admissions Handbook, which included the College’s Admissions Policy (CL/13/23).

**28\* STUDENT COMPLAINTS AND DISCIPLINARY REPORT**

The Council received the 2012 Student Complaints and Disciplinary Report (CL/13/24). 13/116

**29\* DATES OF COUNCIL MEETINGS**

The Council noted that the following dates had currently been agreed for Council meetings in 2013-14 13/117  
Wednesday 2 October 2013 at 5pm  
Wednesday 27 and Thursday 28 November 2013 (away days, Cumberland Lodge confirmed venue)  
Wednesday 26 March 2014 at 5pm  
Wednesday 25 June 2014 at 5pm

The Council noted that the following dates had been proposed for Council meetings in 2014-15 13/118  
Wednesday 1 October 2014  
Tuesday 25 November 2014 and Wednesday 26 November 2014 (away days)  
Wednesday 25 March 2015  
Wednesday 24 June 2015

**30\* SEALING OF DOCUMENTS**

The Council noted that the following documents had been sealed since the last meeting 13/119

- An Honorary Degree Certificate for Sir Steven Redgrave on Wednesday 28 November 2012 13/120
- Honorary Degree Certificates for Professor Jim Al-Khalili and Mr Robin Ince on Wednesday 20 March 2013 in preparation for the Honorary Degree ceremony due to be held at the Science Festival on Saturday 23 March 2013. Professor Alice Roberts had also been due to receive an Honorary Doctorate on this date but due to personal reasons this had been postponed until the summer. 13/121

**31\* DATE OF THE NEXT MEETING**

The Council noted that the next meeting of Council, which included a meeting of the Founders Endowment Fund, would be held on Wednesday 26 June 2013 at 5pm in MX034. 13/122

Miss Clare Munton  
Governance Assistant  
March 2013

**SIGNED**

**DATE**

Chair of Council