

M16/01-M16/71

Minutes of the meeting of Council held on Wednesday 24 February 2016 at 5.00pm in the Windsor Building rooms 1-02/1-03

Present:	Mr Stephen Cox (Chair) Professor Sarah Ansari Mr John Brannan Ms Nayab Cheema Mr Dave Cobb Mr Gurpreet Dehal Ms Ann Ewing Professor David Gilbert Mrs Christine Goodyear Mr Majid Hawa Ms Denise Keable	Ms Sarah King Professor Paul Layzell Mr Jeremy McIlroy Mr Mark Newlands Mr Gerry O'Hagan Mr Iain Ross Professor Liz Schafer Mrs Chris Shoukry Mr Matthew Siely Mr David Spence Ms Colette Wilson
Apologies:	Mr Paul Blagbrough Mrs Margaret Jack	Mr Nick Perryman
In attendance:	Professor Rosemary Deem Ms Marie Ennis Mrs Jenny Febry Professor Paul Hogg Professor Rob Kemp Professor Katie Normington Ms Cheryl Newsome Professor Bob O'Keefe Mrs Julia Roberts	Vice Principal (Education) and Dean of Doctoral School Director of Communications and External Relations Acting Director of Finance Vice Principal and Dean of Science Deputy Principal (Planning, Resources and Partnerships) Vice Principal and Dean of Arts and Social Science Director of Human Resources Vice Principal and Dean of External Engagement/Management & Economics Director of Strategic Development
With:	Mr Simon Higman Mrs Pauline Martin Ms Emma Peagam Mr Doug German	Registrar and Secretary Executive Officer for Council, Minutes Secondary Minutes
Observer	Dr Barbara Davis	UCU

FORMAL BUSINESS

- 1. MINUTES**
SIGNED the minutes of the meeting held on 18 December 2015 (M15/302-M15/321) M16/01
- 2. MATTERS ARISING FROM THE MINUTES**
There were none. M16/02
- 3. DECLARATIONS OF INTEREST**
None. M16/03
- 4. UNSTARRING OF ITEMS**
Item 20 was unstarred. M16/04

PART A: MAJOR ITEMS OF BUSINESS

5. **ACADEMIC**
RECEIVED a presentation "Innovations in Faculty Teaching" in the Faculty of Arts and Social Science from Professor Katie Normington, Dean of the Faculty. M16/05
6. **PRINCIPAL'S REPORT**
RECEIVED a report from the Principal (CL/16/02). The Principal drew attention to key points in the report. M16/06
- NOTED the response to the green paper "*Fulfilling our potential: Teaching Excellence, Social Mobility and Student Choice*" submitted on 15 January 2016 following consultation with the College and Student's Union. M16/07
- NOTED the reform of the sector and growing expectation that, excepting "Brexit", there would be space in next year's legislative timetable to allow a bill to reform the sector and to create the Office for Students (OfS) which, it is expected, would prompt a review of the separation of reporting on teaching and research. M16/08
- NOTED the implementation of the outcomes of the admissions process review with improvements in the turnaround of applications, the understanding of roles and responsibilities between academic departments and central services, the implementation of new admissions strategies and the procurement of supportive IT systems. The average time to process an undergraduate application was reduced from 25 days to 5 days which place the College among the best in the sector. Further changes to improve the IT systems and Course Finder were in process. M16/09
- NOTED the initial findings of the College survey specially commissioned to look at the destinations of graduates who were not in graduate employment at the time of the annual *Destination of Leavers of Higher education* (DLHE) survey conducted six months after graduation. The follow-up surveyed graduates over two cohorts, at 24 and 36 months after graduation, and achieved a good response rate of 60% (514 interviews) providing robust research findings. The DLHE survey resulted in a graduate employability rate of 63% and a falling position in relation to other institutions. The key message from the commissioned survey indicated our graduate employability closer to 80% over the extended period. Further analysis of the raw data was being undertaken and a report would be made to Council in due course. M16/10
- NOTED that work on the new Science building continued and agreement on spending most of the £5m HEFCE grant within the current government financial year had been achieved through the commencement of infrastructure works across campus. Though disruptive during the current term, these works will enable service provision for the Science Building and other new buildings on campus. M16/11
- NOTED that cyber security remained a significant risk for us and all institutions and that the initial line of defence was through JISC our network provider (the network is called JANET) and this had proven to work effectively. Attacks had been successfully countered although we remained vigilant. An increasing number of problems arose from human error and a failure to follow internal procedures as occurred at the University of Greenwich. The Registrar and Secretary would be conducting a review of our personal data handling procedures to ensure that they represented good practice and that they were used in a compliant manner. M16/12
- NOTED receipt of the Annual Services Statement of the University of London for 2014/15. The statement summarised the services, facilities and support provided to all M16/13

institutional members by the central University and the services specific to Royal Holloway.

NOTED the initial report of the HEFCE assurance review completed during the day which indicated College remained in the top category. A full report would be provided in due course. M16/14

7. **COLLEGE STATUTES AND STANDING ORDERS**

7.1 RECEIVED the revised College Statutes, the comparison document between revised and current College Statutes, the application to Privy Council that summarised the key changes and the current Statutes. Council was invited to consider a special resolution to amend the Statutes (CL/16/01). M16/15

NOTED that the Statutes presented were a reordered version of those presented at the Council meeting of December 18 2015 and that the UCU had approved this version. Legal advice had confirmed that none of the changes made subsequent to the December 18 meeting compromised the original objectives of the review process. The Statutes had received informal approval from Privy Council and the University of London had given formal approval. M16/16

NOTED that, following the December meeting, College procedures for completion of actions had been reviewed and tightened. M16/17

Council unanimously AGREED by resolution in accordance with section 7 of the Royal Holloway and Bedford New College Act 1985 that, subject to any alterations that the Privy Council may require, the College Statutes be amended. M16/18

AGREED to proceed to a second resolution at the meeting of Council at the College on Wednesday 11 May 2016 at 5pm. M16/19

7.2 NOTED the revised Council Standing Orders (CL/16/03). Members were invited to send any comments to the Secretariat and were invited attend a second review meeting (date to be arranged). M16/20

8. **GOVERNANCE**

8.1 The Vice Chair of Council, Mr Iain Ross, chaired this item and the Chair of Council left the meeting. M16/21

RECEIVED the recommendation of Council Executive Committee for the re-election of the Chair of Council, Mr Stephen Cox, for a further period of up to two years as determined by Council, from the end of the term of office on 21 November 2016. (CL/16/04). M16/22

AGREED unanimously to re-elect the Chair of Council with effect from 22 November 2016 for a period of two years to 21 November 2018. The Chair returned to the meeting and was thanked for his work and commitment to the College and Council and the Chair thanked Council for their expression of confidence. M16/23

8.2 RECEIVED a paper considering the succession of the Chair and Vice Chair of Council (CL/16/05). The Vice Chair left the meeting. M16/24

NOTED that the term of office of the Vice Chair would end on 31 July 2016. The Vice Chair was appointed to Council as a former student in 2007 and had asked to remain as Vice Chair for one further year and complete ten years' service. M16/25

- AGREED unanimously to re-elect the Vice Chair for a further year to 31 July 2017 and on return to the meeting the Vice Chair accepted and was thanked for his hard work and contribution to Council. M16/26
- NOTED that during the recent consultation regarding the re-election of the Chair members had indicated they would welcome a timely discussion about the sort of individual that should be sought as the next Chair of Council as well as an opportunity to consider how the respective roles of Chair and Vice Chair should operate. It was NOTED that the Act and Statutes prescribe certain duties that must be carried out by the Chair of Council. M16/27
- REQUIRED a paper to be presented at the next meeting to consider how to recruit the next Chair, the duties, type of person and time commitment and the roles of Chair and Vice Chair. M16/28
- 8.3 The Secretary advised Council of his intention to retire later in the year and hoped to leave in the second half of 2016 after an appropriate overlap with a successor. The Chair thanked the Secretary and expressed his appreciation for the achievements over the last five years. M16/29
- NOTED that Council would have a part in the recruitment for the Secretary element of the dual role of Registrar and Secretary. The process for appointing the successor would be led by the Chair of Council and the Principal with a selection panel including two Council members, Iain Ross and Ann Ewing, and two members of the senior management team, Professor Rob Kemp and Professor Katie Normington. An external individual with experience of the dual role of Secretary and Registrar would also sit on the panel to contribute the detailed experience of someone holding that position. M16/30
- NOTED that there would be a number of points of consultation with College members about the nature of the role and there would be an opportunity for members of Council to meet with candidates and feedback to the selection panel. The panel would be working towards an appointment at the end of June. M16/31
9. **THE ESTATES PROGRAMME**
- 9.1 RECEIVED a request (CL/16/06) to approve a budget of £40.7 m for the construction and delivery of the new student residence North of the A30 (NA30) comprising 621 rooms and associated facilities for the start of the 2017/18 academic year. M16/32
- NOTED that Council and the Finance Committee had agreed that the previous scheme, scheduled for completion in September 2016, was value for money, affordable and sustainable but the scheme had been abandoned after it became clear that the main contractor Willmott Dixon Housing (WDH) and the modular subcontractor (Caledonian) were unable to provide sufficient assurances that even a small proportion of the 621 rooms could be delivered by September 2016. M16/33
- NOTED that College had now reached agreement on the final account for the closed 2016 student development scheme and that only £131k of the £2.6m already spent could be regarded as lost or sunk project costs. The College's legal advisor, Mills & Reeve, had ensured that the final account agreement with WDH indemnified the College against any further liabilities associated with the closed project. M16/34
- NOTED that alternative procurement methods to deliver the 621 student bed spaces for September 2017 had been investigated but the hard completion deadline reduced the options unless a modular approach was taken. The investigation concluded that the most viable and best risk-mitigated proposal was to re-engage WDH to deliver the 621 rooms through a traditional construction methodology which was WDH's acknowledged area of M16/35

expertise. The revised proposal at £40.7m was £800k less than that agreed for the 2016 scheme.

NOTED that the proposal from WDH to construct the residences was backed up by significant liquidated and ascertained damage (LAD) penalties for unreasonable delays and will provide the same quality accommodation as the original scheme at a cost of £40.7m (including £1.5m contingency) including the £2.6m already spent or committed. Finance committee had considered the value for money, affordability and sustainability of the new proposal and recommended it to Council for approval. M16/36

APPROVED a budget of £40.7m for the construction and delivery of the new student residence comprising 621 rooms and associated facilities for the start of the 2017/18 academic year. M16/37

9.2 NOTED the current position of active projects within the Estates Development plan (CL/16/07) and the need to ensure that there are sufficient high quality project management staff to implement the plan. In this respect, two high level appointments had recently been made in addition to a Deputy Director of Estates. M16/38

REQUIRED to consider and bring back to Council the realistic timing, and funding options for the Music and Media building which is a high academic priority. M16/39

10. THE NAMING OF NEW BUILDINGS

RECEIVED a paper (CL/16/08 revised) tabled at the meeting. The paper proposed an approach to the naming of new buildings where there was no major donor involved and currently applied to the three major developments on campus; the Library and Student Services building (L&SS), Student Residences and the Science Building. M16/40

NOTED general approval of the approach and that final approval for the naming of buildings remained the prerogative of Council. M16/41

REQUIRED that consultation with alumni on the final shortlist of names for the L&SS building should be undertaken in sufficient time for their views to be considered alongside the views of other groups at the November Strategy day meeting of Council. A paper to update on progress on new building naming, including involvement of alumni, to be presented to the next meeting of Council. M16/42

11. HUMAN RESOURCES

CONSIDERED the annual report on staffing and staff engagement (CL/16/09) which reviewed progress made in the key areas of the People and Culture strand of the College strategy addressing recruitment and retention, performance management, talent management and service excellence. M16/43

NOTED that it had been a mixed year for HR which had been marred by reductions in operational service delivery. M16/44

NOTED the current appraisal completion rate of 91% improved from 83% last year. The target of 95% had not yet been achieved but work continued to encourage completion of more appraisals and on cultural change and training for the appraisers in order to improve the quality of conversations. Although the improvement in the appraisal completion rate was significant Council expected effort to continue in order to achieve the target of 95% in the coming year. M16/45

NOTED that staff turnover in Professional Services and Support staff increased from 17.5% in 2013/14 to 19.7% and was higher than the College average of 16%. This was due to the staff restructuring carried out during 2014/15. M16/46

	NOTED the implementation of the Staff Recognition Scheme and REQUIRED for the next report greater analysis of, for example, the number of nominations in major categories, lessons learnt and observations.	M16/47
12.	FINANCIAL MATTERS	
12.1	NOTED the Main Account discrepancies that resulted in a forecast surplus for 2015/16 (CL/16/10) of £8.2m, £2.4m higher than budget. The forecast also included an estimated £1.0m of income for a claim to the HMRC under the Research Development Expenditure Credit Scheme for 2013/14 and 2015/16 expenditure that was not included in the budget.	M16/48
12.2	NOTED the annual report of amendments to Financial Regulations (CL/16/11) which included two amendments to Financial Regulations in the previous year.	M16/49
	NOTED that the Council draft Standing Orders included a change to the process that was agreed by Council in 2011 whereby Council was advised on an annual basis of any changes to the Financial Regulations agreed by Finance Committee. In order to ensure a sound system of financial control and to protect the College's assets and assets held in trust Council would maintain oversight of the Financial Regulations by requiring the Finance Committee to propose any amendments to Council for approval. The change would apply when Council approved the Standing Orders.	M16/50
12.3	NOTED the implications of the restatement of the 2014/15 accounts according to the FRS102 Accounting Standard (CL/16/12) in anticipation of its introduction for 2015/16. <ul style="list-style-type: none">• That the values quoted in the balance sheet would be larger due to the need to revalue assets on transition into the new standard which has been adopted to counter the requirements to bring other liabilities into the balance sheet e.g. the pension liabilities.• The opportunity to revalue buildings is not proposed at this time.• An expectation of more volatility in reported outturns.	M16/51
	NOTED that the final accounting policies would be reviewed by the Finance Committee and Audit and Compliance Committee and recommended to Council at the July 2016 meeting.	M16/52
13.	STUDENT MATTERS	
	NOTED that the 2015 annual report of major misconduct disciplinary proceedings (CL/16/13) included a summary of the four cases referred for hearing during the year and that the book of precedents, in an amended form, would be used to communicate to students the consequences of failing to adhere to the Student Regulations. The number of cases referred for consideration continued to decline and there had been no appeals to the OIA.	M16/53
14.	COMPLIANCE	
	RECEIVED a report of the self-assessment regarding the Prevent duty (CL/16/14).	M16/54
	NOTED that in May 2015 Council received a paper outlining the expectations placed on HEIs by the Prevent Duty and approved the actions that the College would be taking in order to meet this duty (CL/15/20). The Counter-Terrorism and Security Act 2015 placed a specific duty on all HEIs to have "due regard to the need to prevent people from being drawn into terrorism." This means that HEIs have a statutory duty to engage with the Government's Prevent agenda and to reflect this in their duty of care to students, staff and visitors. Compliance with the Prevent Duty is monitored and assessed by HEFCE and the required self-assessment was completed and submitted on 22 January 2015	M16/55

(CL/16/14). Following a telephone interview the Regulator had concluded the College was proceeding correctly.

NOTED that a number of College policies such as the Freedom of Speech policy and IT usage policy were due for update and required only minor amendments to bring them into line with the Prevent duty. A draft policy on External Speakers was due to be circulated shortly. M16/56

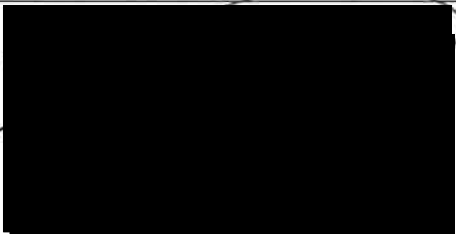
PART B: ITEMS FOR REPORT AND FORMAL APPROVAL

15. **ANNOUNCEMENTS**
None M16/57
16. **REPORT OF DECISIONS TAKEN BY THE CHAIRMAN**
None M16/58
17. **REPORT OF DECISIONS TAKEN BY CIRCULATION**
None M16/59
18. **STRATEGY**
NOTED the 2015 planning letter sent to the Principal (CL/16/15). M16/60
19. **ANNUAL RETURNS**
NOTED the signed copy of the HEFCE report was sent to HEFCE on 1 December 2015. M16/61
20. **POLICIES**
RECEIVED the General Student Regulations that would take effect from 1 September 2016 for the academic year 2016/17 (CL/16/16) for approval by Council. M16/62
- NOTED that the Student Regulations had to be available earlier than in previous years as incoming students needed to be made aware of the regulations they would be required to accept at the time of accepting the offer to study. M16/63
- NOTED that there were no substantial changes to the regulations. Amendments included the addition in Regulation 1 of a clause to highlight the student Charter and the importance of reading the Regulations, in Regulation 2 the addition of a clause on the importance of enrolling onto a course in order to be allowed to attend lectures and in Regulation 3 removal of a link to the Accommodation Terms and Conditions (license to occupy) because there was no need for all students to agree to these terms. M16/64
- NOTED that there was still a need to do more to engage students in understanding their responsibilities and this could be achieved by providing shorter guides to the principles and including broad statements of standards with "signposting" to the detail. The whole set of Student Regulations, Council's contract with students, would be required to be presented to Council in due course. M16/65
- APPROVED the General Student Regulations for 2016/17. M16/66
21. **RECEIVED THE FOLLOWING MINUTES (CL/16/17)** M16/67
Health & Safety 21 October 2015
Council Executive 3 February 2016
Finance Committee 1 December 2015, 10 December 2015 & 3 February 2016 (minutes tabled with RAB)

Audit & Compliance Committee met 15 February 2016 (minutes to be included at the May meeting)

22. **NOTED THE FOLLOWING COMMITTEES HAVE NOT MET SINCE THE LAST MEETING OF COUNCIL** M16/68
Capital Projects Assurance Committee next meeting Monday 7 March 2016
Remuneration Committee next meeting Wednesday 27 April 2016
Equality & Diversity meeting of 23 February 2016 being rescheduled to March
23. **SEALING OF DOCUMENTS** M16/69
None
24. **OTHER BUSINESS** M16/70
None
25. **RESERVED AREA OF BUSINESS** M16/71
Conducted on a separate agenda.
26. **DATE OF THE NEXT MEETING** M16/72
Wednesday 11 May 2016 at 5.00pm in the Management Lecture Theatre.

Signed:



Mr Stephen Cox CVO
Chair of Council

Date

11 May 2016

