A meeting of the Council was held in the Meadow Suite, Park House, on Friday 20 November 2015 at 10.00 am.

The President  
The Vice-Presidents  
The Vice-Chancellor  
The Deputy Vice-Chancellor  
The Pro-Vice-Chancellor (Professor G Brooks)  
The Pro-Vice-Chancellor (Mr V Raimo)  
The Pro-Vice-Chancellor (Professor R Van de Noort)

Mr T Beardmore-Grey  
Professor B Cosh  
Lord Crisp  
Professor R H Ellis  
Mr R E R Evans  
Ms N Hagen  
Mr S Hawker  
Dr O B Kennedy  
Mrs M Martin  
Ms K Owen  
Dr P R Preston  
Mr S C C Pryce  
Mr O Ratcliffe  
Mr S P Sherman  
Professor S Sherman  
Mrs S L Webber

The University Secretary

In attendance:  
The Chief Operating Officer  
The Director of Finance and Corporate Services  
The Director of Quality Support and Development

By invitation:  
Ms P Egan  
Dr B Rawal

Apologies were received from Professor M J Almond, Mr T Bartlam, Professor J Board, Dr P A Erskine Dame Moira Gibb, and Mr H W A Palmer.

Report of the Joint Standing Committee of Council and Senate on Honorary Degrees

The President was not present for this item of business, given a conflict of interest, and, in his absence, Mr Dwyer was in the Chair. The Council received a Report of the Joint Standing Committee and Senate on Honorary Degrees.
Resolved:

“That the Report of the Joint Standing Committee on Honorary Degrees, now submitted, be approved.”

15/54 The President welcomed Ms Kate Owen to membership of the Council, and Ms Penny Egan and Dr Bina Rawal who would both be joining the Council on 1 January 2016.

The President thanked members for attending the dinner and discussion of University growth held on the previous evening, which he believed to have been constructive and valuable.

The President reported the deaths of:

Emeritus Professor Mary Bryden, who joined the University in 1993 as a Lecturer in the Department of French Studies, and went on to become Head of Department, School Director of Research, and Co-Director of the Beckett International Foundation. She left the University in October 2013.

Mr Leslie Chubb, who joined the University as a Senior Experimental Officer in the Department of Agriculture and Horticulture in 1976. He retired in 1993.

Professor Christopher Duggan, who joined the University in 1987, was promoted to Reader in 1994, and was Professor of Modern Italian History from 2002 until his death in November 2015.

Emeritus Professor Roy Gregory, who joined the Department of Politics in 1964. He was appointed as Professor in 1976, and served as Head of Department from 1985-89. He retired in 2000.

Barry Holden, who was a Senior Lecturer in Politics from 1963 until 2001.

Professor Alexei Likhtman, who joined the University in 2007, and was Professor of Mathematical Physics in the department of Mathematics and Statistics until his death in October 2015.

Professor Roger Mead, who joined the University in 1966. He became Head of the Department of Applied Statistics in 1986, and was appointed Dean of Agriculture and Food in 1993. In 1996 he became Deputy Vice-Chancellor, and retired in 2000.

15/55 The minutes (15/30-15/52) of the meeting held on 13 July 2015 were confirmed and signed.

Arising on the Minutes:

Minute 15/40: Committee of University Chairs (CUC) HE Code of Practice
The Council noted that the work on the CUC Code of Practice was in hand and was being considered by the Appointments Committee and the Audit Committee, which had expressed satisfaction with progress to date. The University Secretary expressed confidence that the University would be fully compliant by the end of the academic year; a report would be submitted to the Council at its July meeting.

**Items of Report**

15/56 **Terms of Reference** (Item 3.1)

The Council received a statement of its Terms of Reference.

15/57 **Disclosure of Interests** (Item 3.2)

The Council noted a paper from the University Secretary in regard to Disclosure of Interests.

15/58 **Freedom of Speech Annual Report** (Item 3.3)

The Council received the Freedom of Speech Annual Report.

15/59 **Report on the Exercise of Vacation Powers** (Item 3.4)


15/60 **Report of the Strategy and Finance Committee** (Item 3.5)

The Council received the report of the meeting of the Strategy and Finance Committee held on 12 October 2015 relating to items for report.

**Resolved:**

1. “That the Freedom of Speech Annual Report, now submitted, be received;”
2. “That the Report of the Strategy and Finance Committee held on 12 October 2015 relating to items for report, now submitted, be received.”

15/61 **Availability of Council papers** (Item 3.6)

The Council received, for its information, a paper relating to availability of Council papers.

15/62 **Documents sealed and to be sealed** (Item 3.7)

The Council received a list of documents sealed and to be sealed.
Resolved:

"That the Council approve the action taken by the Officers and Members in affixing the University Seal to documents sealed since the last Ordinary Meeting of the Council and authorise the Seal of the University to be affixed to the documents to be sealed as now reported."

**Items for Discussion and Decision**

**15/63 Report of the Vice-Chancellor** (Item 4)

The Vice-Chancellor reported:

(a) Henley Business School (HBS) had recently hosted a re-accreditation visit from the Association to Advance Collegiate Schools of Business (AACSB) and had received very positive feedback, pending the formal outcome. HBS was one of only 90 business schools globally which held triple accreditation (from AACSB, AMBA and EQUIS). Both the Economist and the Financial Times had ranked HBS highly in both the UK and the world;

(b) REDACTED S.43

(c) the University Programmes Board had agreed to a proposal to close the BA Theatre Arts, Education and Deaf Studies, and arrangements for the final cohorts completing the programme were being put in place;

(d) the University of Reading Malaysia building was now operational and had welcomed a new cohort of more than 100 students in September. The official opening of the building would take place in February and would be attended by a number of members of the Council;

(e) the University had taken appropriate measures in the aftermath of the terrorist attacks in Paris to ensure that students based in Paris were safe and were taking due precautions. The University was fulfilling its Prevent duty, in accordance with government guidelines;

(f) a number of governmental initiatives would have an impact on UK higher education: the government had recently published a Green Paper on higher education; Sir Paul Nurse’s independent review of UK research councils included recommendations which would fundamentally alter the dynamics of research funding; and the Comprehensive Spending Review in the following week was widely expected to include cuts to the research budget;

(g) the University was mindful that the death of a number of colleagues over the past year had affected deeply a number of staff and students. The University chaplaincy had made an invaluable contribution in supporting members of the University community, whether they had a faith or not;

(h) the School of Architecture had been launched earlier in the week at a very successful event at the RIBA in London, and the University’s Health Strategy would be launched the following week with a lecture by Lord Crisp;
the University was currently undertaking a large number of strategic projects, which presented challenges and significant potential benefits. At present, the University Executive Board’s priority was the efficient implementation of projects currently in process; mindful of capacity issues, UEB would not actively seek to embark on new projects at this stage, but would continue to be responsive to new demands and opportunities. In response to questions, the Vice-Chancellor confirmed that he intended to submit a report on major projects to the Council in January and July each year, which would coincide with reporting on KPIs, and that top-level financial information would be included. He agreed that a report on the project 18 months or so after its completion would be routinely prepared, enabling an evaluation of the project’s success and allowing lessons to be learnt to benefit future projects.

Resolved:

1. “That the Report from the Vice-Chancellor on Major Projects, now submitted, be approved;”

2. “That the Report of the Vice-Chancellor, now submitted, be approved.”

15/64 Presentation to the Council by the Pro-Vice-Chancellor (Professor Brooks) (Item 5)

The Pro-Vice-Chancellor (Professor Brooks) made a presentation to the Council on teaching and learning (copy inserted in Minute Book).

Professor Brooks outlined the new committee and management structures for teaching and learning in the University, which were designed to support a greater strategic focus and to enable the University to respond more promptly to new demands and changing circumstance. He described some of the key issues for the University in respect of teaching and learning, how they related to the KPIs, and how they were being addressed. He explained the principal themes of the government’s Green Paper on higher education, including the Teaching Excellence Framework which was designed, in part, to restore parity of esteem between teaching and research, and the Office for Students, which was intended to protect students’ interests. The University was currently considering its response to the Green Paper consultation.

In response to a question from Lord Crisp, Professor Brooks indicated that the Green Paper did not quantify the costs and potential benefits of its proposals, but that universities were to be incentivised by the opportunity to increase the undergraduate fee in line with inflation. Mr Ratcliffe expressed RUSU’s concerns in relation to potential increases in fees. In response to questions from Dr Preston and Mr Hawker, Professor Brooks affirmed the University’s commitment to a comprehensive adoption of online marking and feedback, as early as was consistent with maintaining the integrity of the assessment process and student satisfaction. He explained the academic, technical and training issues which argued for a slightly longer timescale for mandatory online marking and feedback, and outlined the wider work which was being undertaken to improve the quality of feedback for students.
The Vice-Chancellor undertook to submit to the Council at its January meeting a copy of the University’s response to the Green Paper consultation.

15/65  **Financial Report: October 2015 (Item 6.1)**


**REDACTED S.43** The President commented on the challenges of the current environment and commended the University Executive Board’s resolve to deliver the amended budget.

The Council noted that the contingency should first be reserved to cover unexpected revenue shortfalls and should not simply be utilised for discretionary, unbudgeted expenditure. The Vice-Chancellor confirmed that contingency would, in future, be retained as such and managed more appropriately.

The President noted that future commitments to capital expenditure would be contingent on confidence in the sustainability of the University’s financial model. He congratulated the University on its achievement of an operating surplus in 2014/15, albeit modest, for the first time in a number of years.

15/66  **Annual Report of the Audit Committee to the Council and the Vice-Chancellor for 2014-15 (Item 6.2)**

The Council received the Annual Report of the Audit Committee to the Council and the Vice-Chancellor for 2014-15.

As Chairman of the Audit Committee, Mr Sherman reminded the Council of the Committee’s responsibilities and was pleased to report the Audit Committee’s satisfaction with the University’s arrangements for risk management, control and governance, and with the management and quality assurance of data. The Audit Committee was also satisfied with the assurances which had been received in respect of value for money, but its view was moderated by the fact that the savings arising from the Efficiency and Effectiveness Programme had yet to be disclosed as having been substantially realised.

The President, having noted that Mr Sherman would shortly have completed his term as Chair of the Audit Committee, thanked him for his work in this area.

15/67  **Management Letter and Audit Highlights Memorandum from KPMG for the year ended 31 July 2015 (Item 6.3)**

The Council received the Management Letter and Audit Highlights Memorandum from KPMG for the year ended 31 July 2015, which had been submitted previously to the Audit Committee and to the Strategy and Finance Committee.

15/68  **Draft Letters of Management Representations to the University’s Auditors (Item 6.4)**
The Council received the Draft Letters of Management Representations, which had been submitted previously to the Audit Committee and to the Strategy and Finance Committee.

15/69 Financial Statements for the year ended 31 July 2015 (Item 6.5)

The Council received the Financial Statements for the year ended 31 July 2015, which had been submitted previously to the Audit Committee and to the Strategy and Finance Committee.

15/70 Annual Assurance Return to HEFCE (Item 6.6)

The Council received a copy of the Annual Assurance Return to HEFCE, for its information in relation to Part 1 and for its approval in relation to Part 2.

Resolved:

1. “That the Annual Report of the Audit Committee to the Council and the Vice-Chancellor for 2014-15, now submitted, be approved;”

2. “That the Management Letter and Audit Highlights Memorandum from KPMG for the year ended 31 July 2015, be received;”

3. “That the President be authorised to sign the Letters of Management Representations to KPMG and that the Director of Finance be authorised to sign the letters of support for the University's subsidiary companies;”

4. “That the Financial Statements for the year ended 31 July 2015, now submitted, be approved and adopted;”

5. “That it be confirmed that in all material respects the University has conducted its affairs during the year ended 31 July 2015 in accordance with its status as a charity and that the President and the Vice-Chancellor be authorised to sign the Annual Assurance Return to HEFCE to this effect”.

15/71 Report of the meeting of the Strategy and Finance Committee held on 12 October 2015 relating to items for discussion and decision (Item 7)

The Council received reports from the meeting of the Strategy and Finance Committee held on 12 October 2015 relating to items for discussion and decision.

In regard to item 7.1, Update on Efficiency and Effectiveness, the Chief Operating Officer reported that the Professional and Administrative Services programme had entered a period of intense activity as the University Executive Board scrutinised proposed organisational structures, information was being disseminated to staff, a voluntary severance scheme would be launched shortly, and details of available posts would be advertised.
In regard to item 7.2, Higher Education League Tables, the Vice-Chancellor reported that the University had achieved some small improvements in its domestic league table rankings, but that substantial improvement would follow significant improvement in the tariff of the University’s intake. He was pleased to report that the University had regained its position in the top 200 universities in the world in the THE World University rankings (164th) and the QS World University rankings (156th), and that this had a positive material impact on the University’s ability to recruit international students, particularly at postgraduate level. The President commended the University on these achievements.

In regard to item 7.3, University of Reading Malaysia, the Vice-Chancellor reported that progress had been achieved in relation to the accreditation of Pharmacy programmes in Malaysia, that staff were working hard to ensure admissions targets were achieved, and that he had hosted a highly successful event for alumni in south-east Asia, who were enthusiastic in their support for the Malaysian campus and wished to contribute to its success. In response to questions, the Vice-Chancellor explained that there had been delays in achieving formal approval for some programmes and that discussions with the Malaysian authorities in regard to the provision of undergraduate Law programmes continued. The President commended the achievements to date and the potential of the Malaysian campus.

In regard to item 7.4, Timeline for decision-making on proposed Major Capital Projects, the President noted that the disposal of Shinfield West enabled approval of the projects for the refurbishment of the Library and the URS Building, and the project for Temporary Accommodation now to be contemplated, and that a formal recommendation to approve these projects (and the initial phase of the science park) would be submitted to the Council at its January meeting. Further major projects were currently being developed and decisions on these were envisaged later this academic year.

In regard to item 7.5, Revision to Academic Group Surplus, the Council noted the revised Academic Group target surplus for 2015-16, which included an adjustment to take account of the lower annual cost of living settlement and an increase in the University’s contribution to the University of Reading Employees’ Pension Fund (UoREPF).

**Resolved:**

“**That:**

(a) an update on Efficiency and Effectiveness, now submitted, be received;

(b) a paper on Higher Education League Tables, now submitted, be received;

(c) an update on the University of Reading Malaysia, now submitted, be received;

(d) a Timeline for decision-making on proposed Major Capital projects, now submitted, be received.”
The Council received the Report of the meeting of the Appointments Committee held on 12 October 2015.

The Council noted that the discontinuation of the role of Faculty Deans had implications for the Council’s future membership and that the Appointments and Governance Committee at its meeting in February would consider the matter further and agree a recommendation with a view to seeking approval of the Council in March 2016. No appetite was expected for radical change in Council’s membership at this time.

In response to a question from Mr Sherman, the President clarified that the new title ‘Appointments and Governance Committee’ did not imply any variation in the role of the Audit Committee and its governance responsibilities.

Resolved:

1. “That the Appointments Committee be re-titled the Appointments and Governance Committee;”

2. “That Mr Kevin Corrigan be appointed to membership in Class 2 (vice Mr C.C. Fisher) for the period from 1 August 2016 to 31 July 2019;”

3. “That:

   (a) Mr H.W.A. Palmer be appointed to the Appeals against the decisions of Personal Titles (vice Mr R. Dwyer) for the period from 1 January 2016 to 31 July 2017;

   (b) Mr R. Evans be appointed to the Appointments Committee (vice Mr R. Dwyer) for the period from 1 January 2016 to 31 July 2018;

   (c) Mrs K. Owen be appointed to the Appointments Committee (vice Mr S. Hawker) for the period from 1 January 2016 to 31 July 2018;

   (d) Lord Crisp be appointed to the Joint Standing Committee of the Council and the Senate on Honorary Degrees (vice Mr R. Dwyer) for the period from 1 January 2016 to 31 July 2017;

   (e) Dame Moira Gibb be appointed to the Joint Standing Committee of the Council and the Senate on Honorary Degrees (vice Ms S. Woodman) for the period from 1 January 2016 to 31 July 2016;

   (f) Mr R. Evans be appointed to the Remuneration Committee (vice Mr R. Dwyer) for the period from 1 January 2016 to 31 July 2018 and Mr R. Evans be appointed as Chair of the Remuneration Committee;

   (g) Mrs K. Owen be appointed to the Remuneration Committee (vice Mr S. Hawker) for the period from 1 January 2016 to 31 July 2018;
(h) Ms S. Woodman be appointed to the Professorial Salaries Advisory Group (vice Mr R. Dwyer) for the period from 1 January 2016 to 31 July 2017;

(i) Ms S. Woodman be appointed to the Senior Salaries Advisory Group (vice Mr R. Dwyer) for the period from 1 January 2016 to 31 July 2017;

(j) Ms S. Woodman be appointed to the Student Experience Committee (vice Mr R. Dwyer) as Chair for the period from 1 January 2016 to 31 July 2017;

(k) Lay membership of the Student Experience Committee be increased from 2 to 4 members (Mrs S. Webber to continue to serve until 31 July 2018);

(l) Dr B. Rawal be appointed to the Student Experience Committee for the period from 1 January 2016 to 31 December 2018;

(m) Mr K. Corrigan be appointed to the Student Experience Committee for the period from 1 August 2016 to 31 December 2019;

(n) Professor Gavin Brooks be appointed to the Student Experience Committee for the period from 1 August 2016 to 31 July 2019;”

4. “That a paper on the Prevent Duty, now submitted, be received;”

5. “That the Report of the meeting of the Appointments Committee held on 12 October 2015, now submitted, be approved.”

15/73 Report of the Remuneration Committee (Item 9)

The Council received the Report of the meeting of the Remuneration Committee held on 12 October 2015.

Ms Woodward reported that the local branch of the University and College Union (UCU), having balloted their members, had rejected the new staff contract. Discussions were continuing to resolve the differences between UCU and the University.

The Committee had considered the issue of senior pay disclosure and had agreed that the salaries for members of the University Executive Board (UEB) not be published, given that the view of the UEB was split on the issue and that there was no formal requirement to do so. Any Freedom of Information requests would continue to be dealt with by using bands/ranges of salaries. The Committee had agreed to keep this matter under review.

Resolved:
“That the Report of the meeting of the Remuneration Committee held on 12 October 2015, now submitted, be approved.”

15/74 Report of the Student Experience Committee (Item 10)

The Council received the Report of the meeting of the Student Experience Committee held on 9 October 2015.

As Chairman of the Committee, Mr Dwyer reported that the Committee had reviewed the University’s arrangements for managing the increase in student numbers this year and had been pleased to note that the approach had been better planned and more effective than in previous years. Mr Ratcliffe endorsed this view and welcomed the University’s commitment to address the range of issues arising from growth in student numbers and the progress achieved to date. He was concerned that the University should maintain the quality of the student experience and the ethos of valuing the individual student.

The Council noted the progress achieved in the provision of careers services to students.

Resolved:

“That the Report of the meeting of the Student Experience Committee held on 9 October 2015, now submitted, be approved.”

15/75 Report of the Senate (Item 11)

The Council received the Report of the meeting of the Senate held on 14 October 2015.

Resolved:

1. “That, with reference to item 1, under the provisions of Ordinance B7 the title of Professor Emeritus be conferred on each of the following with effect from the date indicated:

   Professor Chris Guy (30 September 2015)
   Professor Andy Goodwyn (30 September 2015)
   Professor Kevin Warwick (31 March 2016).”

2. “That, with reference to item 2, each of the following be accorded the title of Honorary Fellow for a period of five years with effect from the date indicated:

   Ms Hilary Feltham (30 June 2015)
   Mr Roger Sammons (31 July 2015)
   Mrs Alison Fabian (31 August 2015)
   Mr David Young (30 September 2015).”

3. “That, with reference to item 3, the following be accorded the title of Visiting Professor:
School of Chemistry, Food and Pharmacy
Professor Basil Jarvis (retired) for the period ending 31 December 2018;
Professor Nicola Stoner (Cancer Research UK) for the period ending 31 December 2018.”

4. “That the Report of the meeting of the Senate held on 14 October 2015, now submitted, be approved.”

15/76 Update report on progress of formal consultation relating to the closure of the School of Systems Engineering

The Council received an Update report on progress of formal consultation relating to the closure of the School of Systems Engineering.

Mr Evans, as Chairman of the Restructuring Committee, reported that good progress was being maintained; dialogue with staff, students and the unions had been constructive; applications for posts arising from the restructuring were on the point of closing; and arrangements for teaching out the programmes had been developed. The Vice-Chancellor informed the Council that undergraduate applications for Computer Science programmes had remained buoyant, which suggested that the communications strategy had been effective.

Resolved:

“That the Update report on progress of formal consultation relating to the closure of the School of Systems Engineering, now submitted, be approved.”

15/77 Report concerning Statute XXXIII appeals

The Council received a Report concerning Statute XXXIII appeals.

Resolved:

“That the Report concerning Statute XXXIII appeals, now submitted, be approved.”

15/78 Council: Retirements and completion of periods of service

It was reported that the following would complete their periods of office before the next meeting of the Council:

Class 2: Mr R Dwyer
         Mr S Hawker

Class 3: Professor B. Cosh

The President thanked these members for their many contributions to the work of the Council, and in particular in the cases of Mr Dwyer and Mr Hawker, for their sustained support over a long period for the University both within the Council but also in a variety of other fora.