

Council

16 February 2023

17:00-19:05 Herringham Rooms



Actions

Action	Minute ref.	Responsible	Date
Executive Board Terms of Reference: To clarify the issues where Council, or its committees, has a role. Proposed wording to include at the start of the responsibilities list was "Subject to any required approvals from Council or any of its committees"	23/15	Secretariat/HJ	Immediate
Strategy: To share data on the trends in number of commuter students and of any change in demand for accommodation.	23/19	MH/TB	May 2023
Strategy: To integrate KPI charts on a page into pillar reports going forward.	23/38	SPC	Noted
Strategy: a regular report on the KPI's that were in the red and yellow categories to show the direction of travel.	23/39	JS/AW	July 2023
Rusham Park: Briefings to be arranged for Council members.	23/48	Secretariat	Immediate
Circulate the paper sent to Academic Board on Academic Representation prepared by the VP Education. Now to be addressed by SER	22/311	Secretariat/SER	TBC
Circulate a map highlighting all the land and properties held by the College.	22/351	Secretariat	Feb 2023

Action from current meeting

~~Action completed since last meeting~~

Approvals

Approved at this meeting	Minute ref.	Responsible	Date
Minutes of the meeting held on 23 November 2022 (M22/290-22/361)	23/05	Chair of Council	16/02/2023
The change of title from Principal to Vice-Chancellor & Principal and from Secretary to Council to University Secretary,	23/49	Interim Secretary to Council	16/02/2023
The proposed changes to the College Statutes and to continue with the procedure for amending the Statutes.	23/49	Interim Secretary to Council	16/02/2023

Approvals continued			
APPROVED that the university complete the application to sign the Magna Charta Universitatum.	23/63	Prof.Tracy Bhamra	16/02/2023
APPROVED the call for nominations for 2024 honorary awards and the process for making nominations.	23/67	Vice Chancellor and Principal	16/02/2023

Council

16 February 2023

17:00-19:15, Herringham Rooms

M23/001 – M23/074



Minutes

Present:	Dame Margaret Hodge (Chair of Council)	Sarah King
	Ann Ewing (Vice Chair of Council)	Nick Perryman (Vice Chair of Council)
	Dr Donna Brown (until 19.02)	Professor Julie Sanders (Principal)
	Simon Davis	HHJ Khatun Sapnara
	Sally Dicketts	Shrijeet Shrey
	Professor Michael Farthing	Balram Veliath
	Professor Bob Fitzgerald	David Walker
	Sarah Honeycombe	David Williams
	Maia Jarvis (SU President)	Ian Wilson
Apologies:	Gerry O'Hagan	Peter Saraga
Secretary:	Mary White	Chief Financial Officer and Acting Secretary to Council
In attendance:	Professor Ken Badcock	Senior Vice-Principal (Academic Strategy & Research)
	Professor Tracy Bhamra	Deputy Principal and Senior Vice-Principal (Student and Staff Experience)
	Professor James Knowles	Senior Vice-Principal (Education)
Clerk:	Pauline Martin	Executive Officer for Council (Minutes)
	Hazel Jessop	Deputy Secretary to Council (Secondary minutes)

1. WELCOME and APOLOGIES

NOTED congratulations to Sally Dicketts who was made a Dame in the New Year's Honours List, for services to education. 23/01

NOTED that this was the last Council meeting for Professor Ken Badcock who would be leaving to take up the role of Provost and Deputy Vice-Chancellor at the University of York in May 2023. It was also the last Council meeting for Professor James Knowles appointed as Vice-Chancellor of Solent University, Southampton from April 2023. Good wishes and thanks were extended to both Professors for their work and many achievements in their time at RHUL. 23/02

NOTED apologies received from Gerry O'Hagan and Peter Saraga. 23/03

2. **DECLARATION OF INTERESTS**
 NOTED Dr Donna Brown declared an interest in any discussion about the current ongoing strike action, as Chair of RHUL UCU. 23/04
3. **MINUTES OF THE PREVIOUS MEETING**
 APPROVED the minutes of the meeting held on 23 November 2022 (M22/290-22/361) 23/05
4. **MATTERS ARISING**
 NOTED the following actions addressed: 23/06
- Inclusion with the meeting papers of a map highlighting all the land and properties held by the College.
 - The action regarding academic representation was within the SER committee remit and would be scheduled for discussion at a future meeting of that committee.
5. **REPORT OF DECISIONS TAKEN BY THE CHAIR OF COUNCIL**
 There were none. 23/07
6. **UN-STARRING OF ITEMS**
 NOTED item 18 was unstarred by the Principal for discussion. 23/08

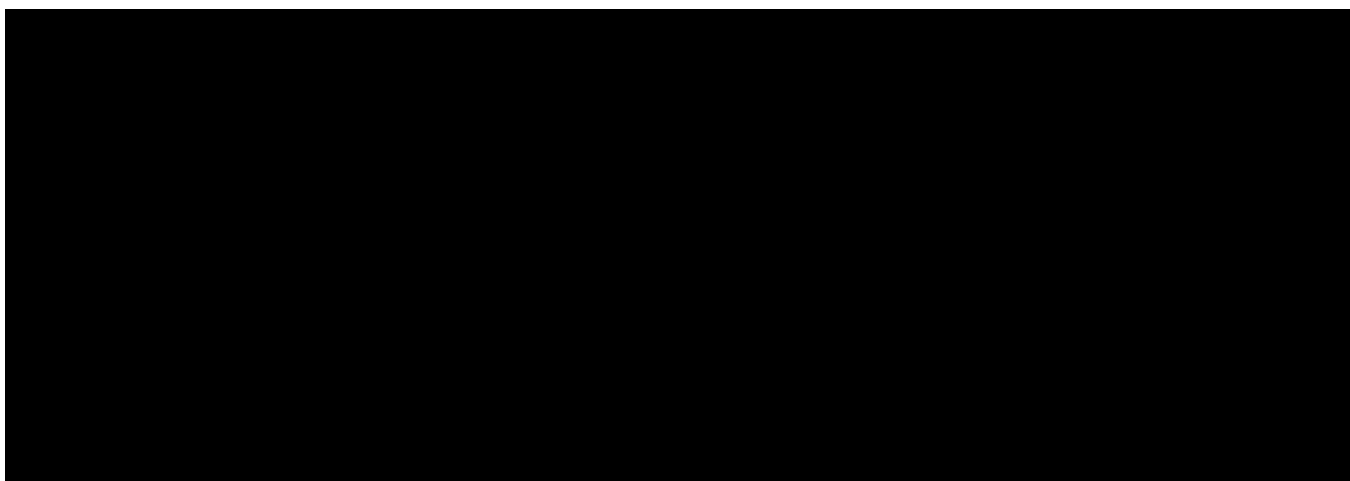
MAJOR BUSINESS

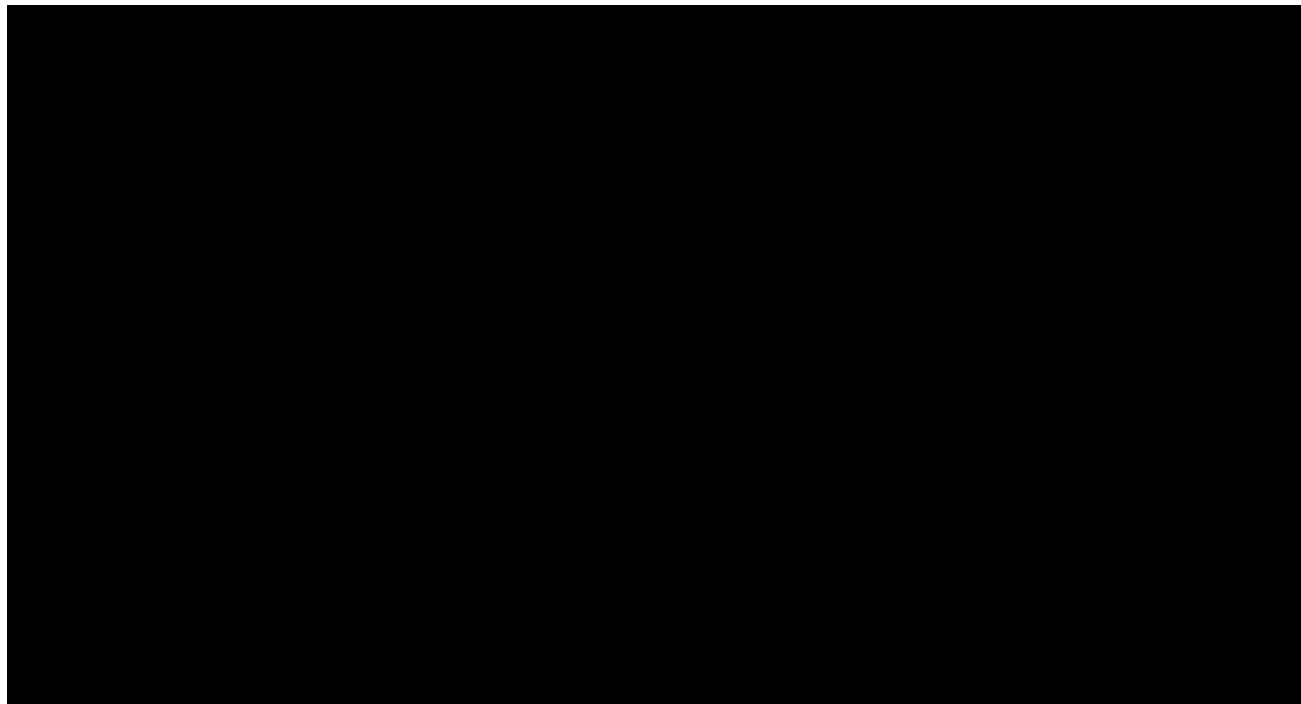
7. **PRINCIPAL'S UPDATE**
- 7.1 RECEIVED and NOTED the report from the Principal. 23/09
- NOTED good progress with the launch of the Agent Service from Study Group from 1st November 2022. PGT applications had doubled compared to the same time last year and significantly improved service levels were being achieved for issuing offers with 98.6% of applications receiving an offer within 48 hours of the receipt of the application. 23/10
- DISCUSSED the development of a special relationship with Study Group and leveraging the knowledge gained to support new approaches for marketing plans and fee and scholarship setting. 23/11
- NOTED that after circulation of the Council papers industrial action had been suspended for two weeks to allow time for facilitated discussions by ACAS. 23/12
- DISCUSSED the vacancies in the senior leadership team and the appointment of Odgers Berndtson for executive search and selection for the SVP positions. Leadership resilience was flagged as an emerging risk in the Institutional Risk Register and establishing a high-quality team was a top priority. Interim appointments would be made where necessary in order to allow time to secure the right people for the permanent positions. 23/13
- 7.2 NOTED the composition of the University Executive Board (EB) and the refreshed terms of reference. There were no implications for Academic Board membership or representation. 23/14
- NOTED that Council or Council committees also had approval roles on certain issues following EB's approval and that this should be clarified. Proposed wording to include at the start of the responsibilities list was "Subject to any required approvals from Council or any of its committees" 23/15
- NOTED a question which was thought to be related to the membership of Academic Board Executive which would be followed up by the Principal. 23/16

8. STRATEGY

- 8.1 RECEIVED the annual report on Pillar 1 implementation from the SVP Education. The report addressed the changing education offering to appeal to new students, particularly from London and the South East. This would be achieved by refocusing the education offering, the qualifications offered and the development of innovative teaching and learning approaches. 23/17
- NOTED the key aims for 2022/23 and the projects being worked on to deliver the transformation. 23/18
- QUESTIONED if there had been an increase in number of commuting students and any change in demand for accommodation because of the focus on attracting students from London and the South East. 23/18
- AGREED, to share data on the trends in number of commuter students and any change in demand for accommodation. 23/19
- DISCUSSED the qualifications currently offered by institutions locally including the integrated foundation year, accelerated degrees, part time UG and PG degrees and level 6 and 7 apprenticeships. 23/20
- NOTED the experience of some institutions was that providing a quality apprenticeship offering required a high level of institutional commitment and administrative organisation. 23/21
- DISCUSSED the review of teaching and learning would consider the needs of Generation Alpha affected by Covid 19, entering higher education from 2028/29. 23/22
- DISCUSSED that ChatGPT and artificial intelligence would affect assessment but there would be some practical uses for teaching and learning which were being looked into. 23/23
- DISCUSSED that the volume of assessments was a problem for staff workload and pressure. NOTED the Assessment Futures project was aimed at simplifying assessment and making it more authentic. 23/24
- DISCUSSED that improvements were being made to the personal tutoring system. Personal tutors welcomed the changes and the support being provided to them in this role. 23/25
- DISCUSSED the KPI for the gap between Black and White students achieving a 1st or 2(i) degree was 17% in 2020/21 (from 18% 2019/20) and would be updated for 2021/22 in March 2023. NOTED that there was a concern that the College could still be more ambitious than its 2024 target. 23/26
- DISCUSSED the KPI for the gap between IMD Quintile 1 and 5 students achieving a 1st, or 2(i) degree was for 2020/21 10%, 3% below target. 23/27
- 8.2 RECEIVED the KPI report monitoring progress in achieving outcomes from the three-year strategic plan. 23/28
- NOTED that in December 2022 the Distance Learning Programmes headcount was behind target reflecting the recruitment challenges in the market. 23/29
- NOTED that there had been a general reduction in the number of students joining distance learning courses but, in some institutions, positive improvements had been made with the introduction of "Coaches of Learning". 23/30

NOTED progress with the KPI for number of PGT programmes with more than 20 students, 24 PGT programmes now had more than 20 students enrolled and eight had over 50 students. A further eight programmes were close to achieving the target of 20 enrolled students and one programme had over 150 enrolled students.	23/31
NOTED that the 2021/22 milestone target of 50% of undergraduates to benefit from a work experience by start of Year 2 had been exceeded, at 69.5%.	23/32
NOTED the update on student numbers from the final February count and the total number of students was ahead of the resource plan and included 20% overseas students (up from 14%).	23/33
NOTED that Home undergraduate student applications for 2023/24 were up 15% year on year with the sector reporting applications currently 3% down on the year. The employability offer, marketing and the Integrated Foundation Year were attractive to applicants.	23/34
NOTED that Overseas PGT applications were significantly higher than last year with agent channel applications (Study Group) up by 86% year on year and direct Overseas applications up 84%. The response in number of applications from the Indian market for January start PGT programmes was very positive.	23/35
NOTED that there were more options for student recruitment compared to three years ago, founded on, amongst other improvements, the January start options, the work experience offering and the repositioning of some degree subject content. The University anticipated a future with less reliance on recruiting students through clearing.	23/36
DISCUSSED the relevance of the People KPI's, measuring progress with staff members' understanding of the College strategic aims and their understanding of their role within the College, by the responses to pulse surveys. The responses to these questions are key in measuring progress with the implementation of the People Strategy and achieving its aims.	23/78
AGREED that the KPI charts on a page were particularly useful and the request to integrate the charts into pillar reports going forward.	23/38
REQUESTED a regular report on the KPI's that were in the red and yellow categories to show the direction of travel.	23/39
DISCUSSED including new KPI's for any new aspects that were now considered key to achieving progress in a Pillar of the strategy but agreed that recruitment was a current top priority.	23/40





10. TITLE CHANGES

APPROVED the change of title from Principal to Vice-Chancellor & Principal and from Secretary to Council to University Secretary, and the proposed changes to the College Statutes and to continue with the procedure for amending the Statutes. 23/49

11. COMMITTEE REPORTS

RECEIVED and NOTED reports from the following Chairs of Council committees. 23/50

11.1 People Committee: 23/51

The Chair reported on his first two meetings since his appointment.

- An update on the completion of the Academic promotions round which was being reviewed to simplify and ensure fairness in the process.
- Ongoing work on the development of the performance Culture a key strand in the People Strategy, and in its early days, identified three-year probationary periods for academic staff which were being reviewed.
- The committee received the annual Workforce report at its February 2023 meeting and noted high staff turnover in some areas of Professional Services.

NOTED that the balance of workload between the People Committee and Students Education and Research Committee was due to be reviewed. 23/52

11.2 **Students Education and Research Committee:** 23/53

The Committee Vice Chair reported from the meeting 7 December 2022 which considered:

- A report on the return to pre-pandemic levels of awards and progression through the system after Covid.
- Assurance regarding degree classifications and high standards.
- A report of progress with the implementation of Assessment Futures was reviewed and the committee also wanted to see faster progress.
- The review of the TEF submission and suggested improving the consistency of messaging around the quality of teaching and learning in the institution.
- The need to incorporate quality & standards and student engagement into every student facing member of staff's role.
- The Doctoral School was making positive progress.

11.3 **Strategy & Governance Committee:** 23/54

- The Vice Chair reported that following the discussion at the November meeting an offer of a second term of office of up to four years from November 2023 was made to the Chair of Council, which had been formally accepted.
- The Vice Chairs had received a summary of the responses to the Chair of Council effectiveness review, and these would be followed up.
- Planning was underway for the recruitment of new members to fill the skills gap in 2024 when five members will leave Council at the end of their second terms of office. The process would be open and transparent.

11.4 **Audit Risk and Compliance Committee:** 23/55

- The Committee Chair reported that Mr David Williams had joined the committee. At the meeting on 6 February a deep dive into Health and safety in relation to fire safety had been conducted and there would be a further report at the next committee meeting.

- An effectiveness review of the external auditor had been completed and it had been decided to continue with the current auditor for one more year, the formal recommendation would come to Council for approval in due course.
- The committee reviewed the proposed changes to the Financial Regulations which will also be presented to Finance Committee and Council for approval.

11.5 **Finance Committee:** 23/56

The Committee Chair reported that January 2023 committee meeting received the TRAC return and continued to focus on financial monitoring. Noting the current year financial report at Item 15. Higher than planned student numbers were supporting a slightly improved financial position. Rusham Park and the start of 2023/24 planning were on the committee agendas.

STARRED ITEMS FOR REPORT AND FORMAL APPROVAL

12.* **REPORTABLE EVENTS**

RECEIVED a note of a reportable event under OfS condition 3(i)
Notice of a matter which affects the accuracy of information in the provider's entry on the OfS Register - University title.

23/57

13. **REPORT OF DECISIONS AGREED BY CIRCULATION**

	There were no matters agreed by circulation.	23/58
14.*	COLLEGE STATUTES	
	RECEIVED the Privy Council approved College Statutes incorporating university title, dated 22 November 2022.	23/59
15.*	FINANCE	
	RECEIVED the current year financial report	23/60
16.*	DEGREE AWARDING POWERS	
	NOTED that at its meeting in July 2022 Council approved a proposal to change the use of degree awarding powers but the reason for the proposed change was now no longer applicable. Council therefore AGREED a recommendation from Academic Board to maintain the status quo whereby the majority of programmes would continue to be awarded University of London degrees	23/61
17.*	MAGNA CHARTA OBSERVATORY	
	NOTED a proposal, recommended by Academic Board, to sign the Magna Charta Universitatum, an international network of universities with shared values and which works to ensure the integrity of intellectual and scientific work in Institutions and society.	23/62
	APPROVED that the university complete the application to sign the Magna Charta Universitatum.	23/63
18.*	HONORARY AWARDS 2024	
	This item was unstarred for discussion by the Principal.	23/64
	RECEIVED and DISCUSSED the call for nominations for honorary awards to be made in 2024.	23/65
	NOTED that the Strategy & Governance Committee, at its meeting on 19 January had agreed to a review of the criteria for the award of honorary fellowships to capture the vision and values of the university. The Principal had subsequently updated the call for nominations to include inclusive language and alignment with the institution's values.	23/66
	APPROVED the call for nominations for 2024 honorary awards and the process for making nominations.	23/67
19.*	SEALING OF DOCUMENTS	
	NOTED the use of the College seal as below:	23/68
	29 November 2022: Letter addressed to the Vatican requesting reduced fee entry for RHUL students. Requested by Fr. J Dickson	
	7 December 2022: Licence for Alterations between University of London and RHBNC relating to property known as Part First Floor, Stewart House, 32 Russell Square, London	
	8 December 2022: Honorary Degree Certificates (2) Degree of Doctor of Laws <i>Honoris Causa</i> of the University of London to be conferred upon The Rt Hon The Lord Hogan Howe Kt QPM on 13 December 2022	
	19 January 2023: Contract documents for the Omni Drone building and enabling works. Contract between RHUL and Neptunus.	

OTHER MATTERS

20. ANNOUNCEMENTS

Remembering Sir Robert Andrew KCB, Member of College Council

23/69

The university is saddened to learn of the death of Sir Robert Andrew KCB, who passed away last week. He was a member of our College Council from 1989-1999, and chair from 1992-1999.

He was also awarded an Honorary Fellowship of Royal Holloway in 2000. He had a strong interest in education and was also an Honorary Fellow of Merton College, Oxford and King's School in Wimbledon, where he chaired the governing board, having first joined the school as a Surrey Scholar in 1939.

Sir Robert was much admired and will be sorely missed by his family and friends. The funeral was due to be held at Putney Vale on Wednesday 8 March at 2.30pm .

21. OTHER BUSINESS

There was none.

23/70

22. Dates of next Council meetings

23/71

On Campus unless indicated otherwise:

- 18 May 2023, 17.00-19.00
- 6 July 2023, 17.00-19.00
- 5 October 2023, 17.00-19.00
- 22 November 2023, Council Strategy Day, Cumberland Lodge
- 23 November 2023, Strategy day 2 and Council meeting finishing 14.00

THE EXHIBITION BOOK

The following minutes were provided in the Exhibition Book as a separate document and NOTED.

EB1 ACADEMIC BOARD

Final minutes of the meeting 19 October 2023

23/73

EB2 MINUTES OF COUNCIL COMMITTEE MEETINGS

23/74

Minutes designated "unsigned" are those not yet signed off by the Committee but approved by the Committee Chair

Finance Committee 20 October 2022

Strategy & Governance Committee 27 October 2022

People, Staff Development, Reward and Wellbeing Committee 27 October 2022

Audit, Risk & Compliance Committee 14 November 2022

Students, Education and Research Committee 7 December 2022 (*Not yet available*)

Strategy & Governance Committee 19 January 2023 (*Not yet available*)

Finance Committee 19 January 2023 *(Not yet available)*

People, Staff Development, Reward and Wellbeing Committee 7 February 2023
(Not yet available)

Audit, Risk & Compliance Committee 6 February 2023 *(Not yet available)*

Remuneration Committee 16 February 2023 *(Not yet available)*

The following Committees have not met since the last meeting of Council

Students, Education and Research Committee next meeting 22 February 2023



Dame Margaret Hodge DBE MP
Chair of Council

Date 18 May 2023