

# Council

7 July 2022

16.30 - 18.35



The Moore Auditorium

## Actions

Action	Minute ref.	Responsible	Date
NSS: Council to receive a report of the NSS outcomes following consideration at SER's meeting in October.	22/155	JK	November 2022
June Strategy session: <ul style="list-style-type: none"><li>Partnerships: to review activity to identify some quick wins and how to achieve long term culture change.</li></ul>	22/182	KB	November 2022

Action from current meeting

~~Action completed since last meeting~~

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M22/142- M22/239

## Agenda

<b>Present:</b>	Dame Margaret Hodge (Chair)	Professor Paul Layzell
	Dr Donna Brown	Mr Gerry O'Hagan
	Mr Simon Davis	Mr Nick Perryman (Vice Chair)
	Ms Ann Ewing (Vice Chair)	Mr David Walker (MS Teams)
	Professor Michael Farthing	Ms Hennriette Warwick
	Mrs Christine Goodyear (from 16.43 item 7)	Mr David Williams
	Mr John Gregory	Mr Ian Wilson
	Ms Maia Jarvis	
<b>Apologies</b>	Professor Bob Fitzgerald	Mr Balram Veliath
	Ms Sarah King	Mrs Chris Shoukry
	Mr Peter Saraga (Co-opted)	
<b>Secretary:</b>	Dr David Ashton	Deputy Principal (Operations) and Secretary to Council
<b>In attendance:</b>	Professor Ken Badcock	Deputy Principal (Academic) and Senior Vice Principal (Academic Strategy & Research)
	Professor Tracy Bhamra	Senior Vice Principal (Student and Staff Experience)
	Mrs Helen Ellis-Jones	Director of Human Resources
	Mrs Mary White (Via MS Teams)	Chief Financial Officer
<b>Observers:</b>	Rikke Jensen	UCU Observer
	Mr Shrijeet Shrey	RHSU, VP Education and Elected Student Representative 2022/23
<b>Clerk:</b>	Mrs Hazel Jessop (to 17.55 item 9.1)	Deputy Secretary to Council (Secondary minutes)
	Mrs Pauline Martin	Executive Officer for Council, Minutes

### 1. WELCOME AND APOLOGIES

RECEIVED apologies from Professor Bob Fitzgerald, Ms Sarah King, Mr Peter Saraga (Co-opted), Mrs Chris Shoukry and from Mr Balram Veliath. 22/142

<b>2.</b>	<b>DECLARATION OF INTERESTS</b>	
	There were no declarations of interest for agenda items.	22/143
<b>3.</b>	<b>MINUTES OF THE PREVIOUS MEETING</b>	
	APPROVED and SIGNED minutes of the meetings held on:	22/144
	<ul style="list-style-type: none"> <li>• 5 May 2022 (M22/068 – 22/130)</li> <li>• 12 May 2022 (M22/131-141)</li> </ul>	
<b>4.</b>	<b>MATTERS ARISING</b>	
	There were none.	22/145
<b>5.</b>	<b>REPORT OF DECISIONS TAKEN BY THE CHAIR OF COUNCIL</b>	
	NOTED that internal auditors had REQUIRED that Council membership be regularised in order to align with the governing documents. Therefore, it was AGREED that Mr Peter Saraga would continue to be invited to attend Council meetings but would not be able to vote. He would also be a co-opted member of the Students, Education and Research Committee.	22/146
	NOTED that the Principal and the College Executive valued very highly the contribution made by Mr Saraga from his considerable experience in Research and Innovation.	22/147
<b>6.</b>	<b>UN-STARRING OF ITEMS</b>	
	There were none.	22/148

## MAJOR BUSINESS

<b>7.</b>	<b>PRINCIPAL'S UPDATE</b>	
	RECEIVED the report from the Principal.	22/149
	NOTED a letter from Universities Minister Donelan regarding a potential conflict between freedom of speech in universities and the potential restrictions that might be placed on such freedoms as a result of signing up to external assurance schemes.	22/150
	RECEIVED an update on the current position regarding student recruitment, following the actions taken to improve UG conversion and PG application processing.	22/151
	NOTED:	22/152
	<ul style="list-style-type: none"> <li>• UG applications 1.2% higher than the same time last year.</li> <li>• UG Home unconditional and conditional firm acceptances, both higher than last year. Firm conditional, or unconditional offers, were now held by 22.4% of applicants which was higher than at the same time in the last two years.</li> <li>• The PG applications gap, compared to last year, was narrowing and was now 10% down on last year (an improvement on the -12% reported in the Council paper). PG applications from overseas students were down 9% and home PGT down 34%.</li> <li>• The seasonal increase in applications continued to pose a challenge for the processing of PGT applications.</li> </ul>	

	NOTED a brief outline of the NSS results announced on Wednesday 6 July 2022:	22/153
	<ul style="list-style-type: none"> <li>• RHUL Student satisfaction overall was up 2% compared to the sector average of 1%.</li> <li>• Satisfaction with learning resources was up 10%.</li> <li>• Compared to Russell Group performance there were 7 institutions ahead and 15 behind RHU in overall satisfaction.</li> </ul>	
	NOTED that the teaching score and responding with feedback continued to be challenging and a report would be provided to SER Committee.	22/154
	ACTION a report of outcomes of the NSS would be shared with SER and Council in due course.	22/155
	16.45 Christine Goodyear arrived	
<b>8.</b>	<b>FINANCE</b>	
	NOTED an oral report from the Chair of Finance Committee of the context of the management accounts and full year forecast update and the 2022/23 budget.	22/156
	NOTED that the May full year forecast was for a better than budget surplus of £9.5m due to expense reduction and deferrals.	22/157
	NOTED that the 2022/23 budget was challenging due to the cap on Home student fees and increased inflation driving higher costs. The subsequent two years, 2023/24 and 2024/25, offered the prospect of a gradual return to higher surpluses from the delivery of the three-year strategic plan.	22/158
8.1	RECEIVED the April management accounts and full year forecast update which the CFO was confident would be achieved.	22/159
	NOTED that some one-off income was received from Funding Councils and the impact of low footfall on campus had reduced income and expenditure on catering. Attention was now being focussed on understanding which income and cost reductions would remain unchanged in the future and which would return to normal.	22/160
8.2	RECEIVED the budget for 2022/23. The budget was recommended for APPROVAL by the Finance committee after detailed review.	22/161
	NOTED that the budget preparation involved many staff across the College and thanks were expressed for their work.	22/162
	NOTED the budget assumptions, the risks and the basis for student number planning set against the uncertainty in the sector from the possibility of student number caps; no increase in Home UG fees and inflationary cost increases.	22/163
	NOTED the planning for alternative scenarios around student numbers and commitment to continue to back the growth areas where staff were needed for both teaching and research growth in preparation for the next REF.	22/164
	CONSIDERED whether budgetary constraints were stopping investment in departments or research where growth was needed.	22/165
	NOTED that investment in academic staff was completed last year and there were additional staff numbers in departments with significant growth in student numbers.	22/166

	NOTED two current resource observations which would be considered further:	22/167
	<ul style="list-style-type: none"> <li>• Some of the strongest research areas were in decline in student recruitment numbers.</li> <li>• The strongest growth in student numbers was in Social Sciences and Business Management. Business Management was a large department for the College but was not large in the context of the sector. Law had grown market share quickly and could continue to grow further.</li> </ul>	
	DISCUSSED it was considered that College budgets were usually prudent and included contingency that allowed for overachievement. This budget was considered to have adopted a more considered approach, removing optimism bias.	22/168
	DISCUSSED how the target of 30% for professional services would be achieved.	22/169
	NOTED that the 30% target was a longer-term trajectory plan which would be achieved by student number growth and improvements in efficiency through IT rather than a cutting agenda.	22/170
	APPROVED the 2022/23 budget.	22/171
8.3	RECEIVED an oral update on Rusham Park.	22/172
	NOTED:	22/173
	<ul style="list-style-type: none"> <li>• Demolition work was progressing on track</li> <li>• Network Rail had provided the risk assessment, of "low risk"</li> <li>• A bridge was still a requirement, especially in view of the expected increase in student numbers</li> <li>• Discussions with Network Rail about installation of a Flow Bridge were looking positive.</li> </ul>	
	NOTED several difficulties:	22/174
	<ul style="list-style-type: none"> <li>• The cost of borrowing</li> <li>• Increasing construction costs in the market</li> <li>• Inflation resulting in renegotiation of fixed price contracts.</li> </ul>	
	DISCUSSED considerations in the decision of the appropriate closure date for concluding the financial arrangements and the impact on the likely level of capital receipt due to the economic environment. There were also contingency plans in the event of not achieving the planned growth in student numbers.	22/175
<b>9.</b>	<b>STRATEGY</b>	
9.1	RECEIVED reports on the three-year strategy.	22/176
	<b>June Strategy session</b>	
	NOTED an oral report on the outcomes from the June Strategy session.	22/177
	NOTED the developing marketing plan for Home UG students. A comprehensive plan would be presented at the November Council strategy day.	22/178
	DISCUSSED that members wanted to spend more time considering the data and incremental data would also be useful.	22/179
	ACTION to consider the best way to engage Council members on the marketing data and student archetypes.	22/180

NOTED the strategy session received a presentation on Partnerships where the focus was on long term change. Council wanted to see more urgency and faster progress in this area.	22/181
ACTION to review activity to identify some quick wins and how to achieve long term culture change.	22/182
NOTED, in response to a question about Study Group. The international (Study Group) year 1 was a copy of the College year 1 for students without the English Language qualifications to enter the Royal Holloway first year. Hence these are not students who would have come to Royal Holloway Study Group students successfully completing year 1 progressed into year 2 of the College course.	22/183
NOTED the environmental strategy was received and considered at the Strategy session and was an item on this agenda for approval.	22/184
NOTED the Secretariat had completed an assessment of options for the secure provision of Council papers and selected Convene on Teams as the most effective solution for an early 2022/23 trial.	22/185

### **Annual report on live Projects and focus on Pillar 2**

RECEIVED the second annual report on live Projects and focus on Pillar 2. The objective of Pillar 2 is the creation of a programme offer and relationships that enable an increase in the proportion of overseas students to 25% by the end of the decade.	22/186
NOTED the status of the 8 projects, and their objectives, that support achievement of the Pillar 2 objective.	22/187
NOTED that work was underway to identify where relevant courses did not match to the standards required for accreditation to professional bodies, for example MSc Marketing.	22/188
NOTED regarding the expansion of the central London programme offer (l2) which offered a mix of courses, some taught in the evening, work was ongoing to develop a better sense of community and enhance student experience in the London Graduate School.	22/189
NOTED the Pillar 2 project refresh for 2022/23 with 6 projects and their objectives for report in July 2023.	22/190
QUESTIONED whether the 2022/23 budget delivered sufficient budget and resource to deliver the projects in this Pillar.	22/191
CONSIDERED that whilst there was not much budget there was sufficient resource to deliver on the projects.	22/192
AGREED that Finance committee would monitor there was no disconnect and ensure an auditable line of sight from strategic initiatives to the financial forecast.	22/193

### **People Strategy Implementation Plan**

RECEIVED the People Strategy Implementation Plan recommended by the People Committee.	22/194
NOTED the 8 priority projects identified as the foundation for achieving the overarching aim of the People strategy " <i>Creating value through and for our people</i> ".	22/195
NOTED the 9 KPI's to measure progress towards achieving the strategy; 2 were Council KPI's and 7 for review by the People Committee.	22/196

NOTED the People Strategy will now form Pillar 5 of the College 3-year strategy and be overseen by the College Strategy Implementation Group. Council's People Committee will oversee progress with the strategy, receiving reports and appropriate data. 22/197

DISCUSSED the actions that would support more diversity in recruitment included reviewing tone, imagery and language in advertising and role descriptions. Data showed that College was moving in the right direction as current recruitment was more diverse than the current staff population and there was awareness of the need to mentor and nurture diverse talent through to senior level roles. Progress would be monitored through a specific KPI. 22/198

DISCUSSED that the KPI % absence related to stress would include stress arising from the workplace or from personal life as they were difficult to separate. 22/199

NOTED the Pillar 5 People Strategy implementation plan, NOTING that the incoming Principal would require time to consider the plan. 22/200

### Strategic Plan Implementation 2022/2023

RECEIVED an update of the structure, projects, milestones and reporting for the implementation of the Three-Year Strategic Plan at the halfway point between the start, in November 2020, and the end of this strategy in October 2023. 22/201

NOTED that there was a need to review and refresh the implementation plan in order to maintain momentum and to reflect the central role of the new Principal in delivery structures. 22/202

NOTED the development of a new strategic plan would be led by the new Principal in 2023. 22/203

NOTED a KPI report, including updates on key topics will be included for each Council meeting. Council will receive a written report to update on progress of each Pillar according to the schedule set out in the table. Reporting on particular projects will continue to be built into the business of Council committees as agreed with the Chairs. 22/204

Date	Pillar report
Nov 2022	3
Feb 2023	1
May 2023	4
May 2023	5
July 2023	2

ACTION for Strategy and Governance Committee's September meeting to receive and consider the paper, which should be clear on: 22/205

- what is new and why
- areas of concern
- areas progressing well and those not progressing as well as was expected.
- projects completed and changed priorities
- which new areas help and why
- a sense of the order of priorities.

9.2	<b>Environmental Strategy</b>	APPROVED the Environmental Strategy NOTING that a full discussion had been held at the Council strategy session held on 23 June 2022.	22/206
10.	<b>REF</b>	NOTED a report of the outcomes of REF 2021 and the next steps.	22/207
		NOTED that the REF 2021 results were positive for the College and overall, an improvement on the 2013 results. The results were strong on Academic outputs, with pockets of strength for impact and environment.	22/208
		CONSIDERED that further thought was needed about the balance of research and education in the departments and to evaluate data on any correlation in performance on either aspect or in relation to student numbers.	22/209
		DISCUSSED the focus for development work for the next REF and for further discussion with Council.	22/210
11.	<b>HONORARY AWARDS 2023</b>	APPROVED a recommendation to Council for the award of five Honorary Fellowships in 2023.	22/211
		APPROVED, with one abstention, a recommendation for the conferral of five Honorary Degrees of the University of London and three reserves approved by the University of London.	22/212
		NOTED the reason for the abstention was lack of information about the process. Members were asked for confidentiality on the names of the individuals being awarded.	22/213
12.	<b>GOVERNING INSTRUMENTS AND STATUS UPDATE</b>		
12.1		CONSIDERED a second special resolution to amend Statute 1:	22/214
		In accordance with section 7 of the Royal Holloway and Bedford New College Act 1985 Council agrees that, subject to any alterations that the Privy Council may require, the College Statutes be amended.	
		NOTED that at its meeting on 5 May 2022 Council passed the first resolution to amend the Statutes (Minute ref. 22/108 – 22/113). Council was notified of the intention to pass the second resolution by email on Wednesday 22 April 2022 and the meeting remained quorate to pass the special resolution.	22/215
		AGREED unanimously with no abstentions, the amendment to Statute 1:	22/216
		<ul style="list-style-type: none"> <li>• from the current definition: "College" means "Royal Holloway and Bedford New College" to</li> <li>• "College" means "Royal Holloway and Bedford New College, a higher education institution which holds university title".</li> </ul>	
		NOTED papers would now be submitted to the Privy Council to seek formal approval of the amended Statute.	22/217



- 12.2 RECEIVED an update on the proposal for the future use of the College degree awarding powers. Proposed changes to OfS condition B3, if instigated, would result in the College being assessed on quality and outcomes twice; by Council and in addition by the University of London (UoL) our current degree awarding body. 22/218
- NOTED Privy Council and OfS have granted permission to use the College's trading name on degree certificates ("Royal Holloway, University of London") 22/219
- NOTED with the approval of UoL the College has used its degree awarding powers with our partner Kaplan in Singapore. Clarification was now being sought as to whether this could be extended or whether a further decision would be required. 22/220
- NOTED a further process was required to ensure a secure legal position. 22/221
- AGREED the principle of the College using its own degree awarding powers for all degree awards, from a date to be determined by the necessary external approvals process. 22/222

### 13. MEMBERSHIP

NOTED members who were attending their last meeting of Council: 22/2234

- Independent Council members, Mrs Christine Goodyear and Mrs Chris Shoukry
- Professional Services staff member, Mr John Gregory
- RHSU President 2021/22, Miss Hennriette Warwick.

The Chair of Council thanked these members for their support of the College and their work on Council.

NOTED that Miss Maia Jarvis, Elected Student Representative and VP Education for 2021/22, had been elected as the RHSU President for 2022/23 and so would serve as an ex officio member of Council. 22/224

The Principal was thanked for twelve years of hard work and leadership of the College and for his work with Council. The Chair of Council and all members extended their very best wishes to Professor Paul Layzell at the end of his last Council meeting. 22/225

## STARRED ITEMS FOR REPORT AND FORMAL APPROVAL

### 14.\* REPORTABLE EVENTS

NOTED the reportable events notified to the OfS under OfS condition 3(i) since the last update: 22/226

- British Antarctic Survey
- Visitor response to governance query
- Appointment of the new Principal.

### 15.\* REPORT OF DECISIONS AGREED BY CIRCULATION

NOTED the conduct of a selection process for an Interim Principal and the recommendation from the final selection panel to appoint Professor Ken Badcock. The recommendation was agreed by circulation to Council. 22/227

	Council APPROVED the appointment of Professor Ken Badcock as Acting Principal and Accountable Officer from 1 August 2022 until the arrival of the new College Principal, Professor Julie Sanders in October 2022.	22/228
<b>16.*</b>	<b>COUNCIL SCHEDULE OF DELEGATIONS</b>	
	APPROVED the Schedule of Council Responsibilities and Council Delegations.	22/229
<b>17.*</b>	<b>RHSU CODE OF PRACTICE</b>	
	APPROVED the updated RHSU Code of Practice.	22/230
<b>18.*</b>	<b>AUDIT</b>	
18.1*	APPROVED a recommendation from ARCC for the appointment of external auditors.	22/231
18.2*	APPROVED the appointment of the Internal Auditors.	22/232
<b>19.*</b>	<b>HR POLICIES (Statute 9)</b>	
19.1*	APPROVED the Staff Disciplinary Policy recommended by the People Committee.	22/233
19.2*	APPROVED the Research Misconduct Policy recommended by the People Committee.	22/234
<b>20.*</b>	<b>ACADEMIC STRUCTURE 2022/23</b>	
	APPROVED the Academic structure for 2022/23 for inclusion in Council Standing Orders.	22/235
<b>21.*</b>	<b>SEALING OF DOCUMENTS</b>	
	There was none.	22/236
<b>OTHER MATTERS</b>		
<b>22.</b>	<b>OTHER BUSINESS</b>	
<b>23.</b>	<b>Dates of next Council meetings</b>	22/237
	On Campus unless indicated otherwise:	
	<ul style="list-style-type: none"> <li>• 6 October 2022, 17.00-19:00</li> <li>• 23/24 November 2022, Council Strategy Day and Council meeting at Cumberland Lodge</li> <li>• 16 February 2023, 17.00-19.00</li> <li>• 18 May 2023, 17.00-19.00</li> <li>• 6 July 2023, 17.00-19.00</li> </ul>	

## THE EXHIBITION BOOK

The following minutes are provided in the Exhibition Book as a separate document and NOTED:

### EB1 ACADEMIC BOARD

Final minutes of the meeting 8 December 2021 22/238

### EB2 MINUTES OF COUNCIL COMMITTEE MEETINGS

22/239

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

Students, Education and Research Committee 23 February 2022

Strategy & Governance Committee 24 March 2022

Audit, Risk & Compliance Committee 12 April 2022

People, Staff Development, Reward and Wellbeing Committee 29 April 2022

Students, Education and Research Committee 8 June 2022 (*Not yet available*)

Strategy & Governance Committee 9 June 2022 (*Not yet available*)

Audit, Risk & Compliance Committee 13 June 2021 (*Not yet available*)

People, Staff Development, Reward and Wellbeing Committee 14 June 2022  
(*Not yet available*)

Finance Committee 16 June 2022 (*Not yet available*)

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

Principal's Pay Committee (next meeting 15 September 2022)



Dame Margaret Hodge DBE MP  
Chair of Council

Date 6 October 2022