

Council

6 October 2022

17:00-19:00

Wettons Terrace Annexe, Room B



Actions

Action	Minute ref.	Responsible	Date
The minutes of the 7 July meeting to be corrected to record that there was one abstention from approval of the honorary degree awards nominations. Item 11, Honorary Awards.	22/247	PM	Immediate
November Strategy Day: to consider including a discussion around the optimum future size & shape in relation to student numbers.	22/262	Agenda setting	November 2022
NSS: Council to receive a report of the NSS outcomes following consideration at SER's meeting in October.	22/155	Go'H	November 2022
Partnerships: to review activity to identify some quick wins and how to achieve long term culture change.	22/182	KB	November 2022

Action from current meeting

Action completed since last meeting

Council

6 October 2022

17:00-19:00

Wettons Terrace Annexe, Room B



M22/240-22/289

Minutes

Present:	Dame Margaret Hodge (Chair)	Gerry O'Hagan
	Dr Donna Brown	Professor Julie Sanders (Principal)
	Simon Davis	HHJ Khatun Sapnara
	Sally Dicketts	Shrijeet Shrey
	Ann Ewing (Vice Chair)	Balram Veliath
	Professor Michael Farthing	David Walker
	Sarah Honeycombe	David Williams
	Maia Jarvis	Ian Wilson
	Sarah King	
Apologies:	Professor Bob Fitzgerald	Nick Perryman
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)
Observers:	Rikke Jensen	UCU Observer
Clerk:	Pauline Martin	Executive Officer for Council, Minutes
	Hazel Jessop	Deputy Secretary to Council (Secondary minutes)

1. WELCOME

Everyone was welcomed to the first meeting of the academic year 2022/23. The Chair thanked the Executive team, especially Professor Ken Badcock, Acting Principal in the interim period, and also Mary White for agreeing to serve as Acting Secretary to Council until a new Executive structure was decided. The Principal, Professor Julie Sanders, was welcomed to the College and to Council's first meeting.

22/240

2.	COUNCIL MEMBERSHIP	
	NOTED Council membership and those due to be in attendance for 2022/23 including new members:	22/241
	<ul style="list-style-type: none"> • Professor Julie Sanders, the Principal, as an ex officio member of Council • The appointment of two independent members; Sally Dicketts and HHJ. Khatun Sapnara • The election of Sarah Honeycombe as a staff member of Council • Shrijeet Shrey (Shrey) as the student representative member of Council. Shrey is also a Students' Union Sabbatical Officer: VP Education • Maia Jarvis, the President of the Students' Union 2022/23 and an ex officio member of Council. • Mary White, Acting Secretary to Council and CFO, in attendance. 	
3.	APOLOGIES	
	NOTED apologies received from members Professor Bob Fitzgerald and Nick Perryman.	22/242
4.	DECLARATIONS OF INTEREST	
4.1	RECEIVED the 2022/23 Register of Council Members' Interests reported by 9 September 2022.	22/243
	NOTED that there were a few updates outstanding and the Chair of Council's declaration would be resubmitted. The completed register would be resubmitted at the next meeting.	22/244
4.2	NOTED members were invited to declare if they have a conflict of interest, not previously declared, with an item on this agenda and none were declared.	22/245
5.	MINUTES OF THE PREVIOUS MEETING	
	RECEIVED minutes of the meeting held on 7 July 2022 (M22/142-M22/239).	22/246
	AGREED with one amendment to the minute of Item 11, Honorary Awards, for the minutes to NOTE that there was one abstention from approval of the honorary degree awards nominations.	22/247
6.	MATTERS ARISING	
	NOTED the paper addressing matters arising:	22/248
	<ul style="list-style-type: none"> • Outcomes of the June Strategy session, update included in the Principal's Update • Strategic plan implementation 2022/23, action addressed in item 11 of this agenda 	
	NOTED the update regarding the reporting processes for RHBeHeard which would continue without change in 2022/23. Further reports will be provided to Students, Education and Research Committee.	22/249
7.	REPORT OF DECISIONS TAKEN BY THE CHAIR OF COUNCIL	
	There were none.	22/250
8.	UN-STARRING OF ITEMS	
	There were none.	22/251

MAJOR BUSINESS

9. PRINCIPAL'S UPDATE

- 9.1 RECEIVED the Acting Principal's report on the interim period. 22/252
- NOTED the College marked the sad news of the death of HM Queen Elizabeth II. A letter of condolence was sent to the Palace and a message via the College website. Adjustments were made to College events during the mourning period including, with the assistance of the Students' Union, cancelation of some Freshers' events scheduled for before or on the day of the funeral. A service of remembrance was held in the Chapel on the evening before the funeral. 22/253
- DISCUSSED student recruitment 2022/23 and NOTED: 22/254
- This recruitment cycle was difficult, but after a good confirmation and clearing period, overall numbers were ahead of plan, although they would be updated after enrolment.
 - Whilst home PGT student numbers were lower than plan, overseas intake was higher, with a positive impact on budget.
 - Overseas PGT numbers were improving compared to last year, with currently 700, based on deposits and visa applications.
 - Overseas PGT numbers included circa 260 from India counteracting the reductions in numbers from China.
- NOTED Foundation Year intake, home students, recruited strongly helped by the launch of new Law and Biosciences foundation courses. Foundation year students were a more diverse cohort than first year entry and served the access and growth agenda and this year had entered with higher grades than in previous years. 22/255
- NOTED the interim CMO was bringing a fresh energy to advertising to home students with new content due to start in the new year. 22/256
- NOTED international student recruitment was key to future financial sustainability with student fees continuing to be held at £9,250, inflation and rising energy costs. Other institutions had expanded international student recruitment, and some were now up to 50% international students. Agent based recruitment was targeted to achieve a step change in overseas recruitment for the College over the next four years, freeing up the College international student recruitment team to develop other markets. 22/257
- QUESTIONED the resourcing for recruitment and transition activities and whether welfare and DDS were adequately resourced to support the higher number of Foundation Year students transitioning to the next year? 22/258
- NOTED that analysis was showing that Foundation Year students were outperforming direct entry students in some programmes. The Foundation Year programme was designed to support students' transition and the evidence showed good performance in cohorts' progression. 22/259
- DISCUSSED that investigation of the factors that contribute to the successful transition from the Foundation and on to successive years could be used to change College policy. 22/260
- QUESTIONED whether there was sufficient space to teach the increasing number of students. NOTED teaching capacity was a consideration in number planning and there was spare capacity in PGT size classes. 22/261

	AGREED international student recruitment was important for future financial sustainability in anticipation of two very tough years and AGREED to consider a discussion at the November Strategy day around what is the optimum future size and shape in relation to student numbers.	22/262
	CONSIDERED the current, seemingly hostile, external environment in which HEI's were operating and the challenges to financial sustainability. College would need be outward looking, consider alternative scenarios and develop new and creative solutions. Experience from the FE sector was that to think differently from the rest of the sector, collaborate more and with the right people and to partner with employers using their leverage with government.	22/263
9.2	NOTED the new Principal's initial thoughts and positive feedback from the student recruitment open day.	22/264
10.	FINANCE	
10.1	NOTED the provisional report of the financial results 2021/22.	22/265
10.2	RECEIVED an update on the Residences Transaction which closed its procurement phase in February 2021 by appointing Balfour Beatty to deliver the development on the Rusham Park site.	22/266
	NOTED the current update	22/267
	<ul style="list-style-type: none"> • Balfour Beatty received detailed planning consent in September 2022 • Demolition was now due to be completed in November 2022 following delays caused by areas of asbestos being found on site and resolution of bats found in two trees due for felling, now resolved. • Discussions underway with Network Rail to commission a flow bridge, a new design which minimised disruption to the rail line whilst being put in place 	
	DISCUSSED factors outside of College control:	22/268
	<ul style="list-style-type: none"> • Market volatility, impact on the capital receipt • Inflation impacting construction costs • The anticipated timeline for completion and that Council would be asked for some delegated authority 	
	NOTED the implications of the extremely challenging economic environment and Council should receive a presentation on the background and the current options including timing of the project and modelling of the financial scenarios, potentially at the Strategy day.	22/269
10.3	RECEIVED and NOTED the Annual Investment report to Council	22/270
	NOTED the College commitment to maintaining high environmental, social and governance (ESG) standards across the investment portfolio and that investments which may have a significant negative effect for people and the planet have not been screened out.	22/271
	NOTED that College continued to work towards decarbonisation of its investment and had already reduced investment in individual fossil fuel assets, currently at 4.24% this was already below the performance target of <5%.	22/272
11.	STRATEGY	
11.1	RECEIVED the September 2022 update on Key Performance Indicators.	22/273

	NOTED research income, lower compared to last year, was due to a reduced rate of spend rather than receipt of lower research grants.	22/274
	NOTED the loss of income from Industry and Commerce, from Research and Knowledge Exchange resulted from a loss of momentum during the Covid pandemic and would take time to recover. More details would be provided in the Pillar 3 report at the November meeting.	22/275
	NOTED achievement of the 2021/22 target for appointments of Academic staff, the target was exceeded by 10%.	22/276
	NOTED that £1.7m investment had been made in new Strategic IT projects to improve efficiency of operations. This was despite a number of distractions during the year for the IT Directorate. NOTED that staff recruitment in IT continued to be challenging and ARCC continued to monitor the implementation of the safe and secure IT infrastructure.	22/277
	NOTED that the annual Pillar reports detailed the narrative of outcome that had been achieved for each milestone in the strategy implementation, or the progress towards achieving it.	22/278
	REQUESTED to review the report and to update KPI's so they are relevant to present circumstances and to include: <ul style="list-style-type: none"> • in addition to the actual data, the target data for each year from 2019/20 • overseas student numbers • a meaningful measure for partnerships • a report on how people are helped to develop skills in partnership development. 	22/279
	DISCUSSED that the Environmental Sustainability Strategy would be subject to a refresh and Council would receive an update in due course.	22/280
11.2	NOTED an oral report of the strategic projects in each pillar of the strategy that were the critical focus for 2022/23. The progress of each of these projects would be reported in the relevant annual Pillar report during the year.	22/281

STARRED ITEMS FOR REPORT AND FORMAL APPROVAL

12.*	REPORTABLE EVENTS	
	NOTED that the change of Principal, acting and permanent, was notified to the OFS.	22/282
13.*	REPORT OF DECISIONS AGREED BY CIRCULATION	
13.1	NOTED a decision AGREED by circulation to Council for the appointment of two independent members.	22/283
13.2	NOTED a decision AGREED by circulation to Council for the appointment of an Acting Secretary to Council.	22/284
14.*	WHISTLEBLOWING POLICY	
	APPROVED the Whistleblowing Policy.	22/285
15.*	COUNCIL TERMS OF REFERENCE	
	APPROVED Council's Terms of Reference.	22/286
16.*	SEALING OF DOCUMENTS	
	NOTED the use of the College seal on the following documents:	22/287

7 July 2022: Honorary Degree Certificates for conferral in degree ceremonies on 11/12/14 July 2022 to the following:

- The Rt Hon The Lord Hogan-Howe KT QPM.
- Gina Miller
- Richard Deverill
- Dame Fiona Reynolds.

14 July 2022: Agreement between RHBNC and T&B Contractors Ltd for internal refurbishment to create academic space, Electron Microscopy Unit.

14 July 2022: Contract document for Spine Road Phase 2 between RHUL and Turner Townsend Cost Management Ltd.

14 July 2022: RHUL and CAB International: Deed of release relating to land known as CABI Europe UK, Bakeham Lane, Englefield Green, Egham. TW20 9TY.

26 July 2022: Lease between University of London and RHUL for rooms 102, 1093, 104, 105 and 106/7, Senate House, Malet Street, London.

26 July 2022: Lease between RHUL and Study Group Ltd for business premises at the Founders Building, RHUL, Egham Hill, Egham, TW20 0EX. The area to be included in the lease is in the lease agreement.

OTHER MATTERS

17. OTHER BUSINESS

NOTED dates of next Council meetings

22/287

On Campus unless indicated otherwise:

- 23/24 November 2022, Council Strategy Day and Council meeting at Cumberland Lodge
- 16 February 2023, 17.00-19.00
- 18 May 2023, 17.00-19.00
- 6 July 2023, 17.00-19.00

THE EXHIBITION BOOK

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

EB1 ACADEMIC BOARD

22/288

Final minutes of the meeting 16 March 2022

EB2 MINUTES OF COUNCIL COMMITTEE MEETINGS

22/289

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

Students, Education and Research Committee 8 June 2022 (*Unsigned*)

Strategy & Governance Committee 9 June 2022

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

People, Staff Development, Reward and Wellbeing Committee 14 June 2022 (*Unsigned*)

Finance Committee 16 June 2022

Strategy & Governance Committee 15 September 2022 (*Not yet available*)

Finance Committee 15 September 2022 (*Not yet available*)

Audit, Risk & Compliance Committee next meeting 3 October 2022 (*Not yet available*)

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

Students, Education and Research Committee next meeting 12 October 2022

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



Dame Margaret Hodge DBE MP
Chair of Council

Date 24 November 2022