

Actions

Action	Minute ref.	Responsible	Date
College Culture: to provide a further update after completing work on the reporting processes.	22/95	TB	TBC

Action from current meeting

~~Action completed since last meeting~~

Council

5 May 2022

17:00-19:00

The Moore Auditorium



M22/68 – M22/130

Minutes

Present:	Dame Margaret Hodge (Chair)	Ms Sarah King
	Dr Donna Brown	Professor Paul Layzell
	Mr Simon Davis	Mr Gerry O'Hagan
	Ms Ann Ewing (Vice Chair)	Mr Nick Perryman (Vice Chair)
	Professor Michael Farthing	Mrs Chris Shoukry
	Professor Bob Fitzgerald	Ms Henriette Warwick
	Mrs Christine Goodyear	Mr David Williams
	Mr John Gregory	Mr Ian Wilson
	Ms Maia Jarvis	
Apologies	Mr Balram Veliath	Mr Peter Saraga (Co-opted)
	Mr David Walker	Dr David Ashton
Secretary:	Dr David Ashton (Apologies)	Deputy Principal (Operations) and Secretary to Council
In attendance:	Professor Ken Badcock	Deputy Principal (Academic) and Senior Vice Principal (Academic Strategy & Research)
	Professor Tracy Bhamra	Senior Vice Principal (Student and Staff Experience)
	Dr Jon Howden-Evans (item 8 Via MS Teams)	Director of Student Academic Services
	Mr Mike Johnson	Chief Information Officer
	Professor James Knowles	Senior Vice Principal (Education)
	Mrs Sheila Pancholi	Co-opted Member of ARCC
	Mrs Mary White (Via MS Teams)	Chief Financial Officer
	Martin Albrecht	UCU Observer
Clerk:	Mrs Hazel Jessop	Deputy Secretary to Council (Secondary minutes)
	Mrs Pauline Martin	Executive Officer for Council, Minutes

1. WELCOME AND APOLOGIES

RECEIVED apologies from Mr Balram Veliath, Mr David Walker, Mr Peter Saraga (Co-opted) and from Dr David Ashton.

22/68

2.	DECLARATION OF INTERESTS	
	There were no declarations of interest for agenda items.	22/69
3.	MINUTES OF THE PREVIOUS MEETING	
	APPROVED and SIGNED minutes of the meeting held on 17 February 2022 (M22/001 – 22/067)	22/70
4.	MATTERS ARISING	
	NOTED that final interviews for appointment of the new Principal were completed on 4 May 2022 and the Selection Panel agreed a recommendation that would be brought to Council at a special meeting. Council would be asked to approve the appointment, as required by Statute 3.	22/71
5.	UN-STARRING OF ITEMS	
	NOTED requests to unstar items 14,15 and 18.	22/72
	NOTED that a meeting with the authors would be arranged to clarify and address the individual queries for the unstarring of item 14, Financial Regulations, and item 15, Treasury Management Policy.	22/73

MAJOR BUSINESS

6.	PRINCIPAL'S UPDATE	
	NOTED a report from the Principal addressing:	22/74
	<ul style="list-style-type: none"> • the response to the recent OfS consultations including on the introduction of student number controls, minimum eligibility requirements and lifelong learning entitlement • Recognition of our outreach work to schools in Feltham which was referred to at a recent OfS event • Graduation ceremonies held for students completing in 2020 and 2021; 3,500 students attended 27 ceremonies held over 9 days • Our support for students from Ukraine, Russia and Belarus affected by the invasion of Ukraine and the College signing up as a supporting organisation to the City of Sanctuary Charter. 	
	NOTED thanks to everyone involved in the organisation and running of the graduation ceremonies and those scheduled for July 2022.	22/75
	DISCUSSED that a range of support was being provided to our Ukrainian (300) and Russian (100) students including financial help and support for current students with completion of assessments. NOTED that work was underway to submit a full application to become an accredited University of Sanctuary and the College already offered a Sanctuary Scholarship for an undergraduate student and was looking at ways to increase the number of scholarships available and developing ways of widening support for refugees and asylum seekers.	22/76
7.	FINANCE	
7.1	NOTED the current year financial report which was also considered by the Finance Committee at its meeting on 7 April 2022.	22/77

	NOTED lower than budget operating expenditure as a result of underspends on staff and non-staff expenditure alongside higher than budget tuition fees and funding body grants.	22/78
	DISCUSSED that that there were 50% fewer January starters in 2022 compared to 2021. Management School offered fewer programmes this year in order to allow restructuring of programmes for January 2023. Information Security and Computer Science would be offering fewer programmes in 2023 in order to reposition the offering for 2024 January intake.	22/79
	DISCUSSED that the College had a history of achieving a budget surplus and questioned whether it was due to overbudgeting. If future surpluses were more accurately planned it was considered that advance spending on campus projects could be better planned.	22/80
	NOTED that this year's planning round was addressing the issue of conservatism in budget setting.	22/81
	DISCUSSED the lower than budget spend on staff cost and questioned whether there were any limitations due to staff not being in position or any difficulties in recruiting the right staff?	22/82
	NOTED that many universities were experiencing some difficulties recruiting for specific areas within Professional Services. A number of academic appointments had just been filled and it was anticipated that a good standard of all academic staff would be in place for the new academic year.	22/83
7.2	RECEIVED an oral update on Rusham Park NOTING that the Working group continued to meet every two months.	22/84
	NOTED that the planning submission had been made, site demolition was in progress and the upgrade to the rail crossing standards had been completed by Network Rail. The bridge crossing the rail line was now being planned as a "flow bridge" which would be built on site and be quicker and cheaper to install.	22/85
	NOTED the sequence for closing was being planned and likely to take place towards the end of the year. NOTING that funders may want the bridge to be in place before financial close,	22/86
	NOTED that priority was being given to locking in costs to reduce the impact of current high inflation.	22/87
8.	COLLEGE CULTURE	
	CONSIDERED a report on process, policy and safety on campus, for students and staff, in relation to racism and harassment.	22/88
	NOTED that OfS guidance was the starting point for the development of the policies and process for students. The proposed approach exceeded the OfS expectations and would be included in the Student Futures Manifesto for launch in 2022/23.	22/89
	DISCUSSED the complaints reported by students and the timescales for resolution of cases, including cases where Police were involved. NOTED that approximately 50% of cases involved the Police and College had recruited individuals with police force experience who could collect evidence at the right time and present a case for disciplinary action.	22/90

	NOTED that emphasis was being placed on an immediate response, providing support as soon as a report is made. There were several interim measures that could be put in place to protect the complainant against any further abuse.	22/91
	DISCUSSED that nearly 2 two thirds of reports made were anonymous. Through RH BeHeard there was a reluctance on behalf of the complainant to give their name.	22/92
	DISCUSSED that the RH BeHeard portal was due to be reviewed and would consider the issue of anonymity in reporting. There was always more work to raise awareness and to ensure students knew how to report and this would be communicated through the Student Futures Manifesto. There was also more work addressing consent, EDI, anti-racism and bystander training	22/93
	NOTED the expectation for staff behaviours in the Dignity at Work Policy and processes for staff reporting through the Grievance Policy which would be investigated under the Disciplinary Policy. NOTED also the Whistleblowing policy allowed staff to raise complaints if it was felt the College was not dealing appropriately with complaints.	22/94
	AGREED to provide a further update after completing work on the reporting processes.	22/95
9.	RISK and KPI MONITORING	
	NOTED the report of latest key performance indicators and status of milestones for the strategic plan. Eight of thirteen milestones were reported as complete, the remaining five were reported "in progress".	22/96
	DISCUSSED the KPI for inclusion and the Black and White gap, where further investigations were being conducted to understand why this remained a persistent gap and to identify the actions that might start to close the gap. NOTED that the cohort was small, data lagged behind performance and the gap was an issue for the HE sector which was looking for solutions.	22/97
	NOTED the Schools Outreach, particularly the Feltham project, which was working in the Feltham school seeking to address awarding gaps at an early stage before higher education.	22/98
	NOTED the report of focussed updates relating to the strategy implementation, provided an update on student numbers, professional services developments and the People KPI.	22/99
	NOTED and DISCUSSED the student numbers update and actions being taken to address specific aspects of home and overseas PGT recruitment and UG student recruitment. Actions included repositioning, and setting new, targeted messaging to prospective students and driving growth through a push on change and development of new programmes.	22/100
	DISCUSSED progress with the projects to gain efficiency and deliver the Professional Services target operating model. The project led approach, piloted in PGT admissions processing was showing results, and further projects including investment in new systems would drive efficiency. Finance Committee would discuss a framework for measuring benefit realisation and Strategy & Governance Committee would receive the PWC report.	22/101
	DISCUSSED the External Engagement report on developing relationships and partnering activities for further discussion around prioritising engagement at the June Strategy session.	22/102

10. IT RISK

- RECEIVED an update on the progress of key initiatives aimed at reducing institutional risk with respect to IT Infrastructure and Cyber Security. 22/103
- NOTED the key risks, areas of high impact and the active mitigations in place. Upgrading was in process and additional protection for back up was being provided. The risks to delivery and the mitigations were NOTED and the establishment of a roadmap to reducing risk. 22/104
- DISCUSSED that infrastructure challenges were widespread in the sector and the cyber threat changed daily, presenting an ongoing challenge. Allied with a shortage of resources across the UK, the cyber threat was a challenge for all, not just the HE sector. 22/105
- DISCUSSED that the roadmap was based on the aim of delivering consistency of service in upgrades rather than affordability and IT needs would be included in the capital spend of the budget. 22/106
- NOTED the outstanding item of risk appetite for discussion by Council. 22/107

11. GOVERNING INSTRUMENTS AND STATUS UPDATE

- 11.1 NOTED receipt of a letter dated 10 March 2022 from the DfE confirming, on behalf of the Secretary of State, that Royal Holloway and Bedford New College had met the criteria for university title and should now approach the Privy Council to make any necessary changes to signify university title . 22/108
- 11.2 NOTED that Privy Council confirmed that, pending the Scheme, the College could reflect university title by amending the Statutes, and NOTED that Council had passed a special resolution to this effect in July 2019. However Privy Council confirmed that Council must repeat the special resolution to confirm that this was still the will of the current governing body. 22/109
- NOTED that Council was notified of the intention to pass a first special resolution by email on 20 April 2022, 14 clear days before the meeting and that this meeting remained quorate to pass the resolution. 22/110
- NOTED Council was asked to consider the following special resolution: 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 Statute 22/111
- AGREED the amendment to Statute 1: 22/112
- from the current definition: "College" means "Royal Holloway and Bedford New College" to
 - "College" means "Royal Holloway and Bedford New College, a higher education institution which holds university title".
- AGREED that at its meeting on 7 July 2022 Council would be asked to pass part 2 of the special resolution to amend the Statutes. 22/113
- 11.3 RECEIVED an update on degree awarding and the current DfE/OfS consultation. 22/114
- NOTED the OfS consultation on the proposed new condition, B3, which set minimum performance standards were not a concern for the College as these were already met. 22/115

<p>NOTED a further consultation on degree awarding powers and responsibility for the assessment of quality. Royal Holloway currently awards degrees of the University of London and the OfS proposal would result in UoL being required to assess the quality of the Royal Holloway programmes. The proposed condition would also wrap Royal Holloway quality data into that of UoL and, should degree awarding powers be withdrawn from UoL, there was a risk that Royal Holloway would also be affected. Consequently, consideration was being given to awarding Royal Holloway degrees for our own programmes.</p> <p>AGREED further updates would be provided.</p>	<p>22/116</p> <p>22/117</p>
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STARRED ITEMS FOR REPORT AND FORMAL APPROVAL

12.* REPORTABLE EVENTS

There was no report of any reportable event under OfS condition 3(i) 22/118

13.* REPORT OF DECISIONS TAKEN BY THE CHAIR OF THE GOVERNING BODY

There were none. 22/119

14.* FINANCIAL REGULATIONS

APPROVED amendments to the Financial Regulations following the annual review. 22/120

15.* TREASURY MANAGEMENT

APPROVED the Treasury Management Policy. 22/121

16.* COUNCIL COMMITTEE TERMS OF REFERENCE

APPROVED amendments to the terms of reference for the Remuneration Committee and the Principal's Pay Committee. 22/122

17.* HONORARY AWARDS

NOTED the call for nominations for awards of honorary fellowships and honorary degrees of the University of London for award in 2023. 22/123

18.* ACADEMIC STRUCTURE 2022/23

NOTED that the item was unstarred for discussion with a query about the nature of the "efficiency savings" that were hoped for from the merger of the Department of Social Work into the Department of Law and Criminology. 22/124

NOTED that the Department of Social work was a small unit and the breadth of work required put pressure on the small number of staff in the department. Merging the departments increased the number of support staff and more effective use of time. 22/125

APPROVED the merger of the Department of Social Work into the Department of Law and Criminology. 22/126

19.* SEALING OF DOCUMENTS

There was none. 22/127

OTHER MATTERS

20. OTHER BUSINESS

There was none. 22/128

21. **Dates of next Council meetings**

22/129

Council meetings for the remainder of the year are planned to be held on Campus:

- Strategy Session, 23 June 2022 0930-1700 at Senate House, London
- 7 July 2022, 16:30-18:30
- 6 October 2022, 17.00-19:00
- 23/24 November 2022, Council Strategy Day and Council meeting at Cumberland Lodge

THE EXHIBITION BOOK

22/130

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

EB1 ACADEMIC BOARD

Final minutes of the meeting 8 December 2021

EB2 JNCC Meetings

Minutes of GMB & UNITE Joint Negotiation and Consultation Committee

- 12 October 2021

Minutes of UCU Joint Negotiation and Consultation Committee

- 12 October 2021

EB2 MINUTES OF COUNCIL COMMITTEE MEETINGS

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

Finance Committee 28 October 2021

Audit, Risk & Compliance Committee 8 November 2021

Students, Education and Research Committee 2 December

People, Staff Development, Reward and Wellbeing Committee 12 January 2022
(unsigned)

Strategy & Governance Committee 20 January 2022

Audit, Risk & Compliance Committee 7 February 2022

Finance Committee 17 February 2022

Students, Education and Research Committee 23 February 2022 *(not yet available)*

Strategy & Governance Committee 24 March 2022 *(unsigned)*

Audit, Risk & Compliance Committee 12 April 2022 *(not yet available)*

People, Staff Development, Reward and Wellbeing Committee 28 April 2022 *(not yet available)*

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

Remuneration Committee (next meeting 9 June 2022)

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

Signed
Dame Margaret Hodge DBE MP
Chair of Council

Date 7 July 2022

