# Council

4 June 2020

ROYAL HOLLOWAY UNIVERSITY OF LONDON

## Actions

| Ref. | Action | Lead | Due date |
|---|---|---|---|
| M20/204 | **Research, Council Steer:** Council will consider at a future meeting the way forward on knowledge transfer in the light of the financial constraints in which we find ourselves. | KN | Future meeting |
| M20/207 | **College operations under Covid-19:** To include on the agenda for Council's July meeting a presentation of the expected changes in delivery of teaching on campus and the care for students | JK | July 2020 |
| [redacted] | [redacted] | [redacted] | [redacted] |
| M20/217 | **Governance Reform:** Proposals for statute change and schedule for the approval process | DA | July 2020 |
| M20/222 | **Governance Reform:** AGREED that Council be consulted by circulation for approval of the external appointments should the decision not be able to wait until the next meeting on 2 July 2020. | Chair of Council | |
| M20/225 | **Chair and committee appointments:** Make some amendments to documents and members to complete the skills register update and follow guidance for committee appointments | Members | 15 June 2020 |
| M20/156 | **Student Admissions 2020:** To present information at the next meeting at the lowest level, department or subject level, of the balance between achieving student numbers and the impact on tariff and to consider how widening participation may be supported in the process. | DA | 2 July 2020 |
| M20/18 | **Minutes of the meeting 22 November 2019** The Director of Governance and Legal Services and Secretary to Council to provide advice to Council on the definition of an OfS Reportable Event. | EM | 2 July 2020 |
| M20/21 | **Minutes of the meeting 22 November 2019** Outstanding audit recommendations, data protection and information security (M19/374) the Chair of Audit and Compliance Committee to report to Council regarding IT risk and Cyber Security following receipt and consideration of an audit report on these matters at the June meeting of ACC. | CW/ACC | 2 July 2020 |
| M20/52 | **Climate Emergency:** agreed to declare a Climate Emergency and for Council to receive a report of the issues and the actions required. | DA | Minute amended 07/05/2020 On hold |
| ~~M20/41~~ | ~~Enterprise Centre: AGREED that Council Executive would monitor the progress of the project, in the context of the strategy, agreeing appropriate KPI's for regular reporting and, with the Chair of Finance Committee as a member, Council Executive would also monitor costs and income against the assumptions in the financial modelling.~~ | ~~Committee agenda/KN~~ | ~~Regular quarterly reports On hold~~ |
| ~~M20/132~~ | ~~Discounted fees 2020/21 masters courses: The definition of courses that met the criteria for the offer of discounted fees should be reviewed and should include a caveat regarding the minimum number of enrolled students with the details to be reviewed by circulation to the Chair of Council, Chair of the Academic Quality Assurance Committee and Chair of Finance.~~ | ~~KN~~ | ~~Oral update at next meeting~~ |

Action from current meeting
~~Action completed since last meeting~~

# Council

4 June 2020

ROYAL HOLLOWAY UNIVERSITY OF LONDON

M20/182 – M20/235

# Minutes

| | | |
|---|---|---|
| Present: | Dame Margaret Hodge (Chair) | Ms Sarah King |
| | Professor Sarah Ansari | Professor Paul Layzell |
| | Mr Hammad Chaudhry | Mr Jeremy McIlroy |
| | Ms Ann Ewing (Vice Chair) | Mr Gerry O'Hagan |
| | Professor Michael Farthing | Mr Peter Saraga |
| | Professor Bob Fitzgerald | Mr Jack O'Neil |
| | Mr John Gregory | Professor Elizabeth Schafer |
| | Mrs Christine Goodyear | Mrs Chris Shoukry |
| | Mrs Tina Harris | Mr Nick Perryman (Vice Chair) |
| | Mrs Margaret Jack | Mr David Walker |
| | Mrs Hazel Jessop | Mr David Williams |
| | Ms Denise Keable | Ms Colette Wilson |

Apologies: None

Secretary: Dr David Ashton, Deputy Principal (Operations) and Secretary to Council

In attendance: Professor Ken Badcock, Senior Vice Principal (Academic Strategy, Partnerships and Resources)

Ms Helen Ellis-Jones, Director of Human Resources

Professor James Knowles, Senior Vice Principal (Education)

Professor Katie Normington, Deputy Principal (Academic)

Ms Mary White, Chief Financial Officer

Mrs Pauline Martin, Executive Officer for Council, Minutes

Mr Rob Cutting, Secretariat Assistant, Secondary Minutes

**1. Apologies**

None. M20/182

**2. Declaration of interests**

None. M20/183

3. • **Minutes of the Previous meeting**

APPROVED the minutes of the meetings held on M20/184

- 15 April 2020 (M20/85-M20/123) and
- 7 May 2020 (M20/124 – M20/181) with one amendment to minute M20/154.

4. **Matters arising**

None M20/185

5. **Un-starring of items**

None. M20/186

**Major Business**

6. **Principal's Report**

RECEIVED a report (CL/20/23) from the Principal addressing, in particular, the impact of Covid-19 on the HE sector and on the operation of the College. M20/187

NOTED the challenge to operations on campus and delivery of teaching for 2020/21 whilst maintaining a 2-metre social distancing and the potential for localised lockdowns, based on 2019/20 overall capacity is reduced by 25-36% M20/188

NOTED the progress of the College and University of London's application for University title, submitted in March 2019. The DfE, in line with principles set out in guidance, required assurance from the OfS of the financial viability and sustainability and requested this in February 2020. OfS had advised that due to the coronavirus pandemic it was not currently able to provide the advice that DfE needed and work was therefore on hold. M20/189

AGREED that College would continue to proceed in the block with the other University of London member institutions when the OfS is able to continue its work. M20/190

NOTED the assignment of relationship managers to HE providers by the OfS and the meeting held on 2 June 2020, attended by the Principal as the Accountable Officer and members of the Executive team, which included a review of cash flow and the financial implications for 2020/21. The relationship manager was satisfied with the current position and required to be advised if the College's financial outlook changed within the parameters specified by the OfS. M20/191

DISCUSSED the student number cap for recruitment of H/EU undergraduates imposed across the sector in order maintain stability in the sector during this period. The College cap for 2020/21 was 2986 H/EU UG students in total and included the Foundation year. The basis for the calculation was discussed. Whilst College would review the possibility of bidding for some of the additional 10k strategic places available these were 50% medically focussed and College was largely satisfied with the number cap of 2986, noting it represented a significant uplift on recruitment in 2019/20 and would be difficult to achieve in current market conditions. M20/192

7. **Covid-19 related items**

7.1 **Finance Report**

NOTED a report (CL/20/24) on the 2020/21 and 2021/2022 financial scenarios and planning assumptions. The scenarios were under continuous review and development. The worst case scenario would be used to develop the interim budget for 2020/21 for review by Finance Committee and for Council's July meeting. A final budget would be presented to Council for approval in October or November once student numbers for 2020/21 were more certain. M20/193

NOTED two changes to the scenarios since Council's last review in April: M20/194

- The home intake in the medium case scenario has been changed from 8% to 10% reduction
- A cost of living pay increase in both 2020/21 and 2021/22 has been included at 3%, the removal, or reduction, of the pay increase moves into a mitigating action.

NOTED the mitigating actions aimed at reducing the impact of reduced student numbers, including a change in the mix of home: overseas students, and a reduction in accommodation income and commercial income. Further consideration had been given to identifying the critical milestones where decisions would need to be taken and scenarios would continue to be reviewed. M20/195

NOTED that work was ongoing to ensure that the flexible offer to students for 2020/21 was clearly communicated. M20/196

NOTED that the expenditure controls put in place in March continued to have a positive impact and would remain in place until agreement of a final budget for 2020/21. M20/197

DISCUSSED: M20/198

- The assumption that existing fee level would be maintained amid students' perception of value for money
- That the "known unknowns" needed to be identified, for example, capital requirements or flexibility in existing pay systems
- Targeted communications with prospective students, with one completed, a second scheduled for end June and a third in the summer, communication of any specific instances of known area of concern would be helpful

NOTED that the next meeting of Council in July would receive an update on student numbers following the (revised) deadline for confirmation of offered choices on 18 June 2020 and Finance Committee would receive further data and more analysis. M20/199

7.2 **Research Recovery Plan**

RECEIVED the proposed Research Recovery and Growth Plan (CL/20/25) with Council asked to provide a strategic steer, implementation would be over three years, fitting with the next REF cycle. NOTED that a basic assumption was that College retained the dual excellence mission in teaching and in research. M20/200

NOTED the context for the development of the plan as that of "recovery", capitalising on the opportunities, in a post covid-19 era, adapting to new ways of working culture and ambitions, developing resilience and the start of a new REF cycle. M20/201

CONSIDERED the principles underlying the research recovery plan, the tri-part plan as the basis for a step change for the recovery and whether the plan to develop research partnerships could be more ambitious. M20/202

DISCUSSED M20/203

- That the next REF would be very different to predecessors, it was helpful that a review of the existing REF submission had already been completed (due for submission now in March 2021)
- The increasing importance of partnerships and collaborations not only within academia but increasingly partnerships with industry and business
- Cultural change to with a shift towards an emphasis on impact
- The importance of catalyst models
- The quality of researchers for application and translation was important, the market for the best researchers would be very competitive and competitive packages would be required to attract applicants
- A plan for implementation of the changes would be needed.

Council agreed the following steer: M20/204

1. Establishing and maintaining a strong research capability is a strategic priority for RHUL and we therefore, despite the financial constraints, we want to invest in the people who can deliver that capability and who, in turn, will create an environment and reputation that is attractive to students.
2. College should develop a pipeline of talent in research. This requires a focus on post graduate recruitment and should be a priority over the coming planning period.
3. Creating interdisciplinary hubs based on our research strengths is the way forward. To be successful RHUL should work to create a few strategic research partnerships with other HE institutions that will not just strengthen our research capability but will lead to much closer workings with other HE bodies.
4. Council will consider at a future meeting the way forward on knowledge transfer in the light of the financial constraints in which we find ourselves.

7.3 **College Operations**

RECEIVED an oral update on the current operational arrangements and plans for the near future NOTING: M20/205

- There would be no general return to campus for staff before mid-August at the earliest, all events were online and meetings online
- Work to re-open campus was progressing with caution, and there were approximately 500 staff currently on site. New signage was set up and essential research laboratories reopening. Other buildings would follow with EWD not expected to open before September
- There were currently fewer than 300 students on campus, arrangements for collection of belongings left in March were in place and support for student needing extra support to study was being provided such as the reopening of the Founder's Reading Rooms
- Staff working from home were being supported with provision of equipment for safe and healthy working and the needs of staff who were, or living with, the clinically vulnerable and clinically extremely vulnerable were being addressed.
- Modelling of the implications of returning to campus, complying with 2m social distancing was underway with particular areas of capacity in open plan offices and teaching timetable capacity being large areas of work.

DISCUSSED the formal risk assessments which would be shared with staff, open days for 2021/22 recruitment being scheduled from July with pre- booking essential for social distancing and arrangements for the essential clearing operations to be conducted in a number of different scenarios. M20/206

AGREED to include on the agenda for Council's July meeting a presentation of the expected changes in delivery of teaching on campus and the care for students M20/207

7.4 **Quality and Standards during Covid-19**

NOTED the guidance published by the OfS addressing regulation of Quality and Standards during Covid-19 and a summary of the College approach (CL/20/26). Council's Academic Quality Assurance committee would review the College actions in meeting the regulatory requirements at the next meeting. M20/208

**8.** [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

## 9. Governance Reform

9.1 NOTED a correction to a paper, presented at the May meeting of Council (CL/20/23), regarding the membership of the Council Strategy and Governance Committee proposed under new committee structure. The Model for a revised Committee Structure (CL/20/28) now stated that membership of the committee included the ex officio members of Council, the Principal and the President of RHSU. M20/216

NOTED proposals to change the size of the Council membership, involving a reduction of 4 independent members and 2 staff members, among a number of other proposals for the appointment of Council members and for aligning terms of office across the two member groups. Council received oral feedback from staff members on the views expressed at the Academic Board on the set of proposed changes to staff membership. Council noted the opposition of members of Academic Board to its proposal to move from 6 to 4 staff members. Council noted a change in membership would require Privy Council approval in line with the procedures in Statute. Project management resource was in place to coordinate these changes. M20/217

AGREED that members of senior management should be excluded from consideration as staff members of Council and that this should be expressly stated. M20/218

9.2 RECEIVED the proposed Council committee structure and appointment process for approval (CL/20/29) including a revised skills register. M20/219

CONSIDERED the proposed processes for the identification of chairs and members of new committees. M20/220

NOTED that Chairs of Finance and Audit (Risk and Compliance) committees were in process of recruitment with final interviews due in week commencing 8 June. M20/221

AGREED that Council be consulted by circulation for approval of the appointments should the decision not be able to wait until the next meeting on 2 July 2020. M20/222

CONSIDERED the updated to the Skills Register and covering note. Noting that this now mapped to the new committees and included a wide range of skills and experiences and was a means of identifying areas where Council lacked expertise or skills and for appointing existing members to committees. M20/223

NOTED: M20/224

- references to "senior leadership" or senior experiences in the skills register and in the proposed Recruitment Policy could be considered to preclude BAME and women applicants,
- the criteria for membership of the Audit, Risk and Compliance committee should also be reviewed and widened in view of the inclusion of Risk in the role of the new committee.
- Reference to boardroom behaviours should be included for self evaluation in the skills register

AGREED with some amendments the proposed processes and timescales for the identification of chairs and members of new committees and the skills register ad timeframe for completion. M20/225

9.3 RECEIVED the proposed policy (CL/20/30) for the recruitment of members of Council. M20/226

APPROVED the Council Recruitment Policy, subject to review of the references to senior leadership/experience of members of Council as described above. The policy to be placed on the Governance web page as soon as possible. M20/227

**Starred items for Report and Formal Approval**

**10. Reportable Events**

None M20/228

**11. Report of Decisions Taken by the Chair of the Governing body**

None M20/229

**12. Report of Decisions Taken by Circulation**

None M20/230

**13. RECEIVED the following Minutes (CL/20/31)** M20/231

Health, Safety and Well Being Assurance Committee 11 February 2020

Equality & Diversity Committee 25 March 2020 (Minutes not yet available)

Finance Committee 22 April 2020

Remuneration Committee 5 May 2020 (Minutes not yet available)

Council Executive 4 June 2020 (Minutes not yet available)

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|---|---|---|
| **14.** | **NOTED the following Committees have not met since the last Meeting of Council** | M20/232 |
| | Health, Safety and Well Being Assurance Committee (next meeting 9 June 2020) | |
| | Council Academic Quality Assurance Committee (next meeting 11 June 2020) | |
| | Audit & Compliance Committee (next meeting 15 June 2020) | |
| | Principal's Pay Committee | |
| **15.** | **Sealing of Documents** | |
| | None | M20/233 |
| | **Other Matters** | |
| **16.** | **Other Business** | M20/234 |
| **17.** | **RECEIVED the date of next Council meeting** | |
| | Thursday 02 July 2020 5.00pm MS Teams | M20/235 |