

Actions

Action	Minute ref.	Responsible	Date
SU to return to a later meeting to give an update on digital learning	21/213	SU	5 May 2022
David Ashton and Sarah King to take discussion re the marketing campaign offline.	21/232	DA/SK	ASAP
A group to be formed of Ian Wilson, Sarah King, Donna Brown and Chris Shoukry to revisit the strategy and return to Council with a more coherent and financially viable revision.	21/238	DA to coordinate	ASAP
To discuss go no go criteria at S&G meeting	21/243	PJL	21 Oct 2021
Interim Budget: final budget to be presented to Council in November 2021.	21/169	MW	November 2021 (Noted)
Racism and harassment: to provide further updates on the progress with the development of an inclusive College culture with zero tolerance of racism.	21/85	JH-E	February 2022
Student recruitment 2021: to report back on how we intend to improve performance on PGT recruitment in line with the strategy.	21/35	TB	November 2021 Strategy Day
Audit Risk and Compliance Committee: Audit Committee to provide a report to Council addressing the risks around technology and cyber security.	21/39	BV	Autumn 2021

Action from current meeting

Action completed since last meeting

Council

7 October 2021

17:00 – 19:00

M21/201 – M21/256



Minutes

Present:	Dame Margaret Hodge (Chair)	Ms Sarah King
	Ms Ann Ewing (Vice Chair)	Professor Paul Layzell
	Mr Gerry O'Hagan	Mr David Walker
	Mrs Chris Shoukry	Mr David Williams
	Mr Nick Perryman (Vice Chair)	Mr Ian Wilson
	Professor Bob Fitzgerald	Mr Peter Saraga
	Dr Donna Brown	Ms Maia Jarvis
	Ms Henriette Warwick	
Secretary:	Dr David Ashton	Deputy Principal (Operations) and Secretary to Council
In attendance:	Professor James Knowles	Senior Vice Principal (Education)
	Mrs Mary White	Chief Financial Officer
	Mr Max Ross (until 17.35)	Head of Trading Services, Students' Union
	Ms Alice Goode (until 17.35)	VP Wellbeing and Diversity, Students' Union
	Mr Alex Parry (until 17.35)	VP Societies and Sport, Students' Union
Observers:	Ms Rikke Jensen	UCU Observer
Clerk:	Mrs Hazel Jessop	Deputy Secretary to Council

1. WELCOME AND APOLOGIES

The Chair welcomed all attendees. 21/201

Apologies received from Christine Goodyear, Michael Farthing, John Gregory, Balram Veliath 21/202

2. MEMBERSHIP

Council agreed to appoint David Walker as an independent member of Council 21/203
Council was asked to note:

- The appointment of Dr Donna Brown as the new academic member of Council was noted.
- Michael Farthing's co-option to the Strategy and Governance Committee for the foreseeable future.
- The rerunning of the election for a professional services staff member to Council.

3. **DECLARATION OF INTERESTS**
There were no declarations of interest for agenda items. 21/204
4. **MINUTES OF THE PREVIOUS MEETING**
The minutes of the meeting from 1 July 2021 were approved. 21/205
5. **MATTERS ARISING**
There were no matters arising. 21/206
6. **UN-STARRING OF ITEMS**
No items were unstarred. However, for reasons of transparency attention was brought to the starred item concerning remuneration of the Chair. 21/207

MAJOR BUSINESS

7. **THE ANNUAL REPORT FROM THE STUDENTS' UNION**
- A presentation was given by the Student Union representatives focussing on:
The impact of the pandemic on trading operations; the increase in satisfaction of online learning; the Digital Education report; the Joint Hons insight report; the Student Housing report; the review of academic societies. 21/208
- Over 700 events were organised throughout the year with the whole community getting involved. 21/209
- Future plans:
Financial recovery; reopening of services and activities; engagement of 1st years and re-engagement of 2nd years; focus on quality & standards across the board; EDI strategy; CEO recruitment; updated memorandum of cooperation with the college 21/210
- Discussed whether sexual harassment is a big problem and that the launch of RH BeHeard has given students a place to go to record their experiences, concerns and complaints. The platform means that the students will receive a sensitive and quick response. 21/211
- Discussed that students are keen to return to face-to-face teaching. However, the students with a disability find that distance learning is a good solution for them. 21/212
- SU to return to a later meeting to give an update on digital learning 21/213
- Discussed how students seamlessly transitioned into a new way of learning and, as a result their resilience and ability to cope with change has developed. 21/214
- Discussed that the Memorandum of Co-operation needs to be revised in 2022 and should retain a degree of flexibility so that the SU can adapt to the changing needs and demographic of students. 21/215
8. **PRINCIPAL'S UPDATE**
- 8.1 **Principal's report**
- At the start of the academic year there was a good number of international students who had arrived on campus including a significant number from India, although it was noticeable that there were fewer students from China attending on campus, preferring a remote learning option. 21/216
- The development of freedom of speech legislation was noted and that the Memorandum of Cooperation with the SU will need to be updated in due course, to reflect changes to the external speaker policy as it aligns to the legislation. 21/217

	Following developments in the USS 2020 pension valuation, the significant planned increase in employer and employee contributions will not be required, being replaced by proposed scheme reform and a more modest increase.	21/218
	The academic staffing exercise is now complete.	21/219
	In the newspaper league tables, creative writing was top in the country but the College took a hit in the NSS due to the small population of students on campus.	21/220
	The international world rankings should be directed to the SER committee in the first instance and then from SER to Council.	21/221
	REF results are expected in April 2022.	21/222
	RH BeHeard has been successfully introduced to provide an efficient process to report sexual misconduct and racial harassment on campus.	21/223
	The College will ensure that harassment continues to receive a focus.	21/224
8.2	Update on student recruitment for 2021/22	
	The College has not met its plan for undergraduate student numbers by 200-300 although the immediate impact on the resource plan is not damaging.	21/225
	Concern was expressed that we will not be able to take advantage of the short-term demographic increase in young people to grow our undergraduate student numbers as planned.	21/226
	The College converted the same number of students as it did in August 2020 but the number coming through clearing was down. Nationally the number of students in clearing reduced.	21/227
	The risk we encounter is our reliance on clearing and there are several initiatives happening in 2022 to attract an additional 400 students, for example, the extension of the Foundation year programme, further capacity in psychology. Our challenge is to grow the number of students who make RHUL their first choice.	21/228
	There is a concern that we are losing PGT applicants as the College does not react in a timely manner to processing applications.	21/229
	The financial implications of the student numbers are not yet clear as it will depend on the final mix between home and international students.	21/230
	The College marketing campaign has been refreshed for 2022/23 with a new UG advertising campaign.	21/231
	David Ashton and Sarah King to take discussion re the marketing campaign offline. Council will address recruitment and marketing in greater depth when we consider the Boston Consulting Group report and recommendations at the Strategy Day in November.	21/232
	There are several mitigations that will help us to balance the budget this year.	21/233
	Discussed that student applications grow year on year yet our conversion rate of 20% remains the same. The College need to do more to improve the conversion rate although we are on a par with our competitors.	21/234
9.	COLLEGE STRATEGY	
9.1	Environmental Sustainability Strategy	
	Discussed that the strategy feels like a first attempt and is not ambitious enough. The financial data is necessary to determine costs.	21/235

	Discussed that the strategy shows real progress and that there has obviously been a large amount of work done so far. Also that the strategy needs to link with the overall strategic vision for the College and be embedded in the culture of the College. Agreed that the strategy is an improvement from where we are currently.	21/236
	A group to be formed of Ian Wilson, Sarah King, Donna Brown and Chris Shoukry to revisit the strategy and return to Council with a more ambitious but pragmatic strategy that is capable of implementation.	21/237
9.2	Proposed merger with St Georges	
	A paper was circulated to bring members up to speed with the current state of play.	21/238
	Discussed the importance of members contacting Dame Margaret Hodge, Paul Layzell or David Ashton with any comments, concerns or feedback.	21/239
	Discussed that the decision process re the merger is important and that at the same time we cannot stop business as usual, we must remain focussed on implementing our agreed strategy and its objectives. There are many areas to be scrutinised and we need to understand the St George's business model. The merger needs to be financially sound.	21/240
	Discussed the reason for hiring up to four different consultancies to support the decision making process: one for project support; one for finance due diligence and business case due diligence; one for legal advice.	21/241
	To discuss go-no go criteria at S&G meeting	21/242
	Discussed the reasons for the pace of the decision making process. Initially the decision is whether to give the merger the green light, the structure can be established later.	21/243
10.	FINANCE	
	The Finance committee received the provisional results at their last meeting.	21/244
11.	GOVERNANCE	
11.1	Council effectiveness review	
	Paper accepted.	21/245
11.2	Founder's Endowment Fund (FEF)	
	Agreed that FEF will not continue to operate in the format which it has done so until now. The funds are wholly owned and controlled by the College and as such are fully consolidated in the accounts.	21/246
	STARRED ITEMS	
12.	Reportable events to the OfS	
	None to report	21/247
13.	Report of decisions taken by the chair of the governing body	
	No decisions taken	21/248
14.	KPI reporting	
	Noted the KPI monitoring report	21/249
15.	Council terms of reference	
	The Council terms of reference were approved	21/250
16.	Remuneration to the chair of council	

APPROVED that an application to the Charity Commission can be made regarding extending the period of remuneration to the Chair 21/251

17. Sealing of documents

The following documents were sealed: 21/252
20 July 2021: Lease between RHUL and University of London re 1st floor Stewart House
20 July 2021: Lease for alterations to Stewart House
25 August 2021: Mechanical Engineering refurbishment of student residences

18. Other business

No other business was discussed. 21/256

19. NOTED dates of next Council meetings

All meetings are currently being held on campus unless otherwise stated

- 17/18 November 2021 Strategy Day and Council meeting, Cumberland Lodge
- 17 February 2022, 17:00 (on campus)
- 5 May 2022, 17:00 (on campus)
- 7 July 2022, 17:00 (on campus)

20. The following minutes were provided in the Exhibition book as a separate document:

EB1 ACADEMIC BOARD

- Minutes of the meeting 2 June 2021 (*Unsigned*)
- Minutes of the meeting 29 June 2021 (*Unsigned*)

EB2 JNCC MEETINGS

Minutes of GMB & UNITE Joint Negotiation and Consultation Committee

- 11 February 2021

Minutes of UCU Joint Negotiation and Consultation Committee

- 8 July 2021

EB3 MINUTES OF COUNCIL COMMITTEE MEETINGS

People, Staff Development, Reward and Wellbeing Committee 3 June 2021 (*Unsigned*)

Finance Committee 10 June 2021

Audit, Risk & Compliance Committee 14 June 2021

Strategy & Governance Committee 17 June 2021

Audit, Risk & Compliance Committee 6 September 2021 (*Not yet available*)

Finance Committee 14 September 2021 (*Not yet available*)

Remuneration Committee and Principal's Pay Committee 14 September 2021 (*Not yet available*)

Students, Education and Research Committee 5 October 2021 (*Not yet available*)

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

People, Staff Development, Reward and Wellbeing Committee (next meeting 28 October 2021)

Strategy & Governance Committee (next meeting 21 October 2021)



Dame Margaret Hodge DBE MP
Chair of Council

Date 18 November 2021