Agenda

- Updates – external and internal developments
- Update on the Three Year Strategic Plan
  - Towards a Knowledge Exchange Plan
  - Slough update
- Pensions update
Updates

• External
  o September student return
  o Lifelong learning entitlement
  o Augar Review, fees and Comprehensive Spending Review
  o Freedom of speech

• Internal
  o Educational changes
  o People strategy update
  o Financial update
Update on educational changes

• Deadlines for next year (reading lists, Moodle peer review)

• Supporting teaching and learning
  o Teaching and Learning Symposium and College teaching prizes – 9 June
  o Meeting for Teaching and Learning staff network – 24 June
  o Refresher and developmental training programmes for Panopto/Replay, Teams - September

• Policy updates
  o Extensions and extenuating circumstances
  o Engagement and attendance
  o Lecture recording

• January starts

• Shape of the academic year from September 2022
People Strategy update - Emerging themes

- Thank you everyone who responded to the survey
- The survey explored areas the People Strategy should cover
- The detailed responses are still being analysed but the measurable questions and high level summary of the open questions are summarised below:

<table>
<thead>
<tr>
<th>Theme</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellbeing</td>
<td>97%</td>
</tr>
<tr>
<td>Appreciation</td>
<td>96.2%</td>
</tr>
<tr>
<td>Opportunity</td>
<td>95.8%</td>
</tr>
<tr>
<td>Leadership</td>
<td>92.8%</td>
</tr>
<tr>
<td>Success</td>
<td>89.5%</td>
</tr>
<tr>
<td>Purpose</td>
<td>88%</td>
</tr>
</tbody>
</table>
Emerging themes – what it will be like to work here

- “What does X mean to you?” - consistent key words/ideas

<table>
<thead>
<tr>
<th>Key word/ideas</th>
<th>Wellbeing</th>
<th>Appreciation</th>
<th>Opportunity</th>
<th>Leadership</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellbeing</td>
<td>Balance, support, mental health, workload, time, flexibility</td>
<td>Recognition, “thank you”, value, reward, respect. Lots around who appreciation is needed from: manager, team, senior managers, peers</td>
<td>Progression, development, voice, challenge, being involved</td>
<td>Clear decisions, honesty, integrity, fairness, listening, generating potential, direction setting, guidance</td>
<td>Celebrate, team, achievements, encouragement, reward, recognition, acknowledgement, individual</td>
</tr>
</tbody>
</table>
Emerging themes – what it will be like to work here

- The survey sought views on both the current level of understanding of the College’s purpose and your connection to it and how important it was for you to understand it and feel connected to it (mixed opinions and differences in staff groups)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is important for me that I understand the College's purpose</td>
<td>90.6%</td>
</tr>
<tr>
<td>I have a good understanding of the College's purpose</td>
<td>83.2%</td>
</tr>
<tr>
<td>It is important for me that I feel a connection to the College's purpose</td>
<td>88.7%</td>
</tr>
<tr>
<td>I understand how I contribute to the College's purpose</td>
<td>76.6%</td>
</tr>
</tbody>
</table>
Update on hybrid working

- Survey for office-based professional services staff (closes on Sunday 13 June)
- A five-stage approach over the period of the Three Year Strategic Plan to develop and refine a hybrid model

Stage 1: May to July 2021  Design
Stage 2: Aug to Dec 2021  Transition
Stage 3: Jan 2022 to July 2022  Pilot
Stage 4: Aug to July 2023  Consolidate
Stage 5: Aug to July 2024  Blueprint
Financial update

- In March, 2020, and in response to a wide range of possibilities for Home and Overseas recruitment, we moved to make £8m of savings from the planned budgets for the 2020/21 academic year.

- In August, the Home undergraduate recruitment exceeded the previous year by around 300 students as we looked to protect the College’s position against a drop in Overseas recruitment.

- With some programmes starting in January 2021, we recruited a further 400 students, taking the total of overseas students to around 82% of the previous year.

- As the year has progressed, the costs of College operations have been reduced by the ongoing lockdown, meaning that we are heading for a position that may come in around break even, which is around £10m below what is normally necessary to cover the full costs of running the College.

- The outlook for 2021/22 remains difficult. Risks around overseas recruitment are significant. The three year strategic plan charts a path to a sustainable future for the College and is the basis for our response.

- In the face of huge uncertainty in the past year, thanks to the efforts of staff from across the College, we have shown the adaptability and resilience to respond to the crisis in all its forms. Thank you for your efforts and sacrifices over the past year.
Towards a Knowledge Exchange Plan

Ken Badcock
Definitions

**Research**
The creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understanding.

**Knowledge Exchange**
Any process through which academic ideas and insights are shared outside academia, and external perspectives and experiences brought in to academia.

**Impact**
Have a strong effect on someone or something (i.e. from academic ideas and insights).
Knowledge Exchange supporting our Three Year Strategic Plan

• Objective
  ....strengthen Knowledge Exchange “for the public benefit”

• Outcomes
  ....improve impact ranking at 2028 REF; KEF benchmarks

• Approach
  ....embed Knowledge Exchange through pillars 1, 2 and 3 of the strategy implementation
  ....focus on quickly increasing the “process” of Knowledge Exchange in key initiatives underway for the strategy

• Framework
  ....to be structured around the KEF dimensions and the implementation plan of College 3YSP
<table>
<thead>
<tr>
<th>KEF Dimension</th>
<th>Strategic Connections</th>
<th>KEF Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills, enterprise and entrepreneurship</td>
<td>Graduate Outcomes, Postgraduate Education, Distance Learning</td>
<td>CPD Learner Days, CPD Income, Graduate Start-Ups</td>
</tr>
<tr>
<td>Working with the public and third sector</td>
<td>Policy links with Living Sustainably Catalyst</td>
<td>Consultancy and Facilities Income, Contract Income</td>
</tr>
<tr>
<td>Research partnerships</td>
<td>Business/Innovate UK links with StoryFutures, Quantum and Digital Technology Catalysts, Challenge-led research</td>
<td>Co-authorship -non-academic, Collaborative research Income, Facilities/Consultancy Income (SME/non-SME), HE-BCI Income (SME and non-SME), Innovate UK income</td>
</tr>
<tr>
<td>Working with business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local growth and regeneration</td>
<td>Slough, Civic University</td>
<td>Regeneration and Development Income</td>
</tr>
<tr>
<td>Public and community engagement</td>
<td>Civic University, Multiple ongoing examples</td>
<td>Self Assessment</td>
</tr>
<tr>
<td>IP and commercialisation</td>
<td>Commercial Partnering</td>
<td>Investment per spin-off, Turnover of spin-offs, Licencing of IP income</td>
</tr>
</tbody>
</table>
Next Steps

• Next Iteration of ‘Draft Ideas’ with Council, Research Advisory Group, School Directors of External Engagement and Research and Knowledge Exchange Committee

• Embedding Knowledge Exchange in key academic initiatives towards a College wide strength in Knowledge Exchange, with progress indicated by REF2028 preparations and KEF metrics
Slough Update

Professor James Knowles
Deputy Principal (Academic)
Welcome to Slough! A hub of industry, diversity, opportunity, growth and connectivity, Slough enjoys and capitalises on its preeminent location within the wider South East region and its proximity to the nation’s capital city. The location of choice for business, from multinationals to start-ups, Slough is a future-facing place of prospects, opportunity and dynamism. 

Slough is:

- A powerful symbol of national success
- One of the most productive places in the UK
- On an exciting growth trajectory
- Home to over 149,000 people and rising
- One of the most diverse places in the country
- Only 15 minutes by train to Central London
- At the heart of the Thames Valley region
- The location of Europe’s largest trading estate
- Globally connected via Heathrow Airport
- Known for its high value employment
- Increasingly innovative and enterprising
- Attractive to domestic and global investment
- Undergoing transformational regeneration
- A Borough which is ‘smart and tech enabled’

Voted No.1
as the best location to find a job in the UK...
(Glassdoor data)

Ranked No.1
level of economic output per worker...
(ONS GVA data)

Ranked No.1
named as the small city of the future...
(DFI 2020/21 data)
Three-year strategic plan identifies:
  - Opportunities from London demographic shift, especially in recruitment and education
  - A shift to Challenge-Led Research and increased Knowledge Exchange

Slough has great potential for Royal Holloway: HE presence, student recruitment and industrial engagement

A network of contacts has been developed in Slough
  - Council officials, Windsor Forest Group (FE), Thames Valley Business Alliance and Chamber of Commerce, Local Enterprise Partnership

The Slough ‘twinning’ can be a prototype for other developments of this type
Skills Hub

• A place to promote, explain, develop skills that employers in the region are seeking, along with the opportunities on offer ‘an ‘inspirational’ place for learning, development and progression both in work and into work’

• Providing advice and guidance on job applications and interviews, and HE applications, working with Windsor Forest Group and better understanding Slough learners

• Making Slough a ‘sticky place’ for further study and employment, which will include short Royal Holloway courses and other collaborations
Innovation Space

• Supports businesses to innovate in new products and services that will support employment, business creation and growth and introduce innovative products to the market.

• Linking students, staff and facilities to support SMEs that are commercialising products and services. The support could be:
  a. Access to University laboratories, facilities and equipment.
  b. University students/research staff support completion of discrete pieces of work.
  c. University students/staff could be seconded to enterprise for an agreed period of time to help them achieve their goals.
Key outcomes

• Graduate employability and placements
• Business links with more defined offer of research catalysts

Next steps

• Developing links and projects through business and representative organisations (Chamber of Commerce, membership of Thames Valley Business Alliance, Learning to Work)
• West London Advisory Board - will include Slough representatives
Cooperation on HE presence

- Langley campus offers high-quality HE space and an opportunity to site a Royal Holloway branded UoL teaching centre
- Two pilots being scoped: (1) professional degree from UoL offering; (2) possible cross FE/HE degree offering in built environment
- Royal Holloway and SBC will make joint bid to Community Renewal Fund for up to £3m to fund ‘multiversity'/integrated FE/HE along lines of NTU/Mansfield College model. Submission, June 2021
- Royal Holloway will lead exploratory visits to shape SBC thinking on nature of university precinct and education model

Two further prospects

- Development of new curriculum with strong FE pathway in practice-based subjects (e.g. built environment)
- A Slough Technology College was scoped but did not fit the call
- Core idea of network of FE colleges (Basingstoke, WFG) with Royal Holloway as HE anchor offers possibilities aligned with UK government policy.
USS Trustee has submitted a report to the Joint Negotiating Committee (JNC) for consideration with three scenarios which would all significantly raise contributions for both employers and members:

- Employer contributions rising from 21.1% to a range of 28.7% to 38.1% costing between £6.7m to £15.1m per annum
- Further employee contribution increases, following rise in October 2021 from 9.6% to 11% (2018 valuation)
- All three scenarios would move the College into an annual deficit position so savings would be required to reduce costs and we consider all three scenarios as unaffordable
- Concerned about increasing cost to employees, leading to increasing numbers of staff opting out of USS (Note, we are not allowed to offer an alternative pension scheme)

Submitted our views to UUK to take into negotiations through the JNC which has representatives from employers and UCU

The JNC have been given an additional three months to consider the report from USS and are due to report back at the end of August
Feedback from staff survey

Staff are concerned over affordability of USS

Do you think the level of contributions to USS at the current rate of 9.6% of salary per-month is readily affordable, or concerning?

- Readily affordable: 10 (21.3%)
- Somewhat affordable: 16 (34%)
- Neither affordable nor concerning: 2 (4.3%)
- Concerning: 12 (25.5%)
- Very concerning: 7 (14.9%)

64% of responses value the Defined Benefit part of the scheme
• The SAUL Negotiating Committee has focussed on addressing the contribution strain and the short service issue

• All sides want to address the issue because they want to help ensure the long term sustainability of the Scheme

• The SAUL Negotiating Committee’s recommendation is:
  o Increase Employer contribution rate to CARE Scheme to 21% in two phases
  o Introduce a DC Feeder Scheme from Quarter 1 2023

• Intention for DC Feeder Scheme to sit inside SAUL

• Automatically join DB CARE for future service after 3-years

• Further details of DC Feeder Scheme to be finalised during design and implementation phases
Questions and Discussion