

## Council 116

### Minutes of the meeting held on 11 April 2019

Professor Stuart Hall Building room 326.

**Present:** Ms Dinah Caine (Chair), Mr Nick Barron, Mr Ian Borman, Mr Ben Fowler, Mr Conrad Heyns, Professor Elisabeth Hill, Professor Mark d'Inverno, Dr Rodger Kibble, Mr Patrick Loughrey, Mr Kierin Offlands, Ms Lynn Percy, Mr Aaron Porter, Dr John Price, Ms Pam Raynor, Sir David Reddaway, Ms Carol Rue, Ms Vanessa Sharp, Mr Joseph Tema, Dr Suhail Malik, Mr Kierin Offlands, Mr Tom Wilson and Ms Theo Zemek.

**In attendance:** Mr Matthew Brooks, Ms Jane Boggan (for item No.10), Ms Giorgia Cowan, Mr Graham Pett, Mr Ian Pleace Ms Helen Watson and Mr Ben Wilson.

**Apologies:** Ms Althea Efunshile, Mr David Oswell and Ms Helen MacNamara.

**Observing:** Mr Mark Butler, Ms Marian Carty (President of the Goldsmiths UCU) and Ms SallyAnn Hunting.

Secretary's notes:

Time was given at the outset of the meeting to hear concerns from members of the Goldsmiths community. This is recorded under item No.29: Any Other Business

(Open);

Reserved business items 35-37 were discussed as the first items of business.

Relevant matters raised by members following this discussion are recorded under item No.38: Any Other Business (Confidential and Reserved).

OPEN BUSINESS

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## 1 Welcome and apologies for absence

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**Noted:**

- 1.1 Members, attendees and observers were welcomed to the meeting;
- 1.2 Mr Mark Butler, from the Good Governance Institute (GGI), was in attendance to observe as part of the governance review. Ms SallyAnn, also from the GGI, joined the meeting during the Warden's Report;
- 1.3 Apologies as recorded above were noted.

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## **2 Identification of items for discussion**

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**Noted:**

- 2.1 Item No.19, Gender Pay Gap Reporting, had been raised for discussion;
  - 2.2 A member had requested that attendance monitoring systems be discussed. This would be addressed under item No.9: Enhanced Teaching and Learning;
  - 2.3 Reserved item numbers 35-37 would be discussed as the first item of business.
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## **3 Chair's action**

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**Noted:**

- 3.1 None to note.
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## **4 Open minutes**

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**Resolved:**

- 4.1 To approve the open minutes of meeting No.115 held 22 November 2018, subject to the correction of one minor typo in the name of an attendee.
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## **5 Matters arising from the minutes**

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**Noted:**

- 5.1 None to note.
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## **6 Warden's report**

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**Received:**

6.1 An oral update from the Warden on topics set out in the paper (Paper B: 18-382).

**Noted:**

6.2 This was the last meeting of Council that the current Warden, Mr Patrick Loughrey, would attend;

6.3 The Warden felt that the current circumstances presented significant challenges both internally and externally, and he expressed regret that he would not be present to see the College through them;

6.4 Support and guidance would continue to be offered to staff and students on the impact of Brexit and other externally imposed changes;

6.5 The unique characteristics of the College

6.6 The objectives of the current student occupation were felt to be admirable, though it was noted that while some of the mounting demands presented useful opportunities for quick and positive change, others presented fundamental challenges and required meaningful dialogue as well as time and mutual trust;

6.7 Some of the demands involved claims of behavior and language that were felt to be unacceptable and important to address;

6.8 The 50% threshold of Goldsmiths students completing the National Student Survey had reached the threshold to be included in additional statistics, including league table assessments;

6.9 The QS rankings now placed Goldsmiths in the top 100 institutions worldwide for arts and humanities subjects, the top 50 for anthropology and performing arts subjects, and the top ten for communications and media studies;

6.10 The institutional strategy developed was felt to have enabled alignment and focus that would benefit the Warden's successor;

6.11 The Warden expressed great affection for Goldsmiths, and gratitude to Council members for their fortitude and role in critically supporting the institution;

6.12 A query was raised regarding progress on student recruitment for the coming year, and members discussed achievements against targets. The period of growth was felt to be waning in favor of focusing on quality;

6.13 Members discussed the costs, time and practical processes involved in bringing staff in-house. The contractual arrangements between the current provider of security services enabled workers to work for such hours as they wish, something that does not accord with Goldsmiths' practice.

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## 7 Institutional Strategy and KPI report

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### Received:

- 7.1 A report on activity undertaken in pursuit of the Strategy and against the Delivery Plan (Paper C: 18-383).

### Noted:

- 7.2 A query was raised regarding income from online courses and intellectual property policies. It was noted that projections indicated an intake significantly above what had been expected, though information on the intentions for income generated was not immediately available;
- 7.3 It was expected that an update on student employability, under strategic objective No.4, would be provided to Council when information was available;
- 7.4 It was felt that the potential for the Augar review to enforce differential fees presented a significant threat to the College given its arts and humanities focused course portfolio;
- 7.5 The significant length of Council papers was raised, and the risk this presented that issues might be overlooked and strategic focus impeded.

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## 8 Shaping academic profile

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### Noted:

- 8.1 Current activity undertaken under Theme 1 of the institutional strategy and against the delivery plan was set out within Item 1 of Paper C (18- 383).
- 8.2 A substantive update on shaping the academic profile of the college would be provided at a future meeting.

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## 9 Enhancing Teaching and Learning

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### Received:

- 9.1 A substantive report on the current activity under Theme 2 and against the Delivery Plan from the Deputy Warden (18-401); and
- 9.2 A [report from the President of the Students' Union](#) concerning research undertaken by student representatives on retention, teaching and learning and learning communities (18-402)

**Noted:**

- 9.3 The first paper (18-401) provided a summary of key areas of focus since the last Council meeting;
- 9.4 It was felt that the governance structure linking the academic work undertaken by Academic Board and its committees, and how assurance was provided to Council, was an important area to consider;
- 9.5 The meaningful incorporation of the student voice in the structure was also identified as an area of great importance;
- 9.6 The pilot of subject level TEF had been a significant endeavour since the last meeting, involving engagement with and action plans for individual departments to ensure institutional readiness. Retention plans had also
- 9.7 been shared with the Finance and Resources Committee and Academic Board;
- 9.8 The Finance and Resources Committee had requested a further review of certain departmental retention plans to feel confident that the relevant departments are committed to addressing the issue of retention;
- 9.9 A response from the OfS on subject level TEF was not expected until July;
- 9.10 The Council expressed thanks to all those involved in the work towards the action plans;
- 9.11 The Student Representatives' reports, which had been received by the Senior Management Team and Warden's Advisory Group, had focused on key themes this year. Around 1600 students had been surveyed or interviewed;
- 9.12 Recommendations from the reports included embedding pastoral care within departments, staff training, working with unions to support student facing staff, improving infrastructure and helping communities of students and whether there is a need for a charter for teaching and learning;
- 9.13 The new format of reports was felt to be much more effective from the point of view of the Senior Management Team, and a system to identify how progress was being made would be useful;

- 9.14 Queries were raised regarding the student attendance and engagement system procured from SEAtS. There were concerns that system would have inbuilt prejudices, such that certain groups of the community would be targeted, and around the security of the data collected and processed (that it might be sold to third parties by the provider for commercial gain). The system will allow for robust monitoring of student engagement to facilitate targeted and effective support for students who may be at risk of not achieving the full benefit of the Goldsmiths' experience and may leave before completing their studies. The system would help flag drop-out trends or groups of students more likely to be in need of support, thereby identifying where additional resource was needed and enabling support to be provided earlier;
- 9.15 Electronic monitoring systems were commonly employed by other institutions;
- 9.16 It is a statutory requirement that the system processes personal data in a lawful manner, for the intended and declared purposes only and strictly where necessary and proportionate. A Data Privacy Impact Assessment assures this. A data sharing agreement with SEAtS will prevent the transfer of personal data to third parties save in clearly defined permissible circumstances;
- 9.17 An equality impact assessment will be carried out; and
- 9.18 universities as they provided a more accurate and less administratively burdensome system of recording the information than using paper registers. The information would continue to be recorded as set out in the College's Attendance Monitoring Policy which had been scrutinised by Academic Board.

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## 10 Making a difference through research and knowledge exchange

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### **Received:**

- 10.1 A report on the preparations being made towards REF 2021 (18-384).

### **Noted:**

- 10.2 Ms Jane Boggan, Research Excellence Framework Manager, delivered a presentation on the REF Submission 2021, what this entailed, and why it was considered strategically important to the College;
- 10.3 Information was provided on Goldsmiths research submissions, research funding received, areas of strength and weakness for the College and the metrics involved in assessing research outputs and their impact;
- 10.4 Significant work had been undertaken in working with academics to prepare them for the next REF submission. A code of practice was expected in June, and a full mock submission in November before submission in the following year. Final results would be published in December 2021;
- 10.5 Ms Boggan was thanked for the significant work that had been undertaken, and the clear and detailed presentation;
- 10.6 Members discussed how the change in submission requirements and metrics might impact Goldsmiths, and the extent to which findings on the quality of outputs would affect the College's internal response to research;
- 10.7 The work that had been undertaken with departments had helped identify areas that were working well, and areas for improvement and additional support that could be provided going forwards;

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## **11 Strengthening international relationships and profile**

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### **Noted:**

- 11.1 A substantive report concerning international relationships and profiles was scheduled for consideration at the first meeting of the 2019-20 academic year; Current activity undertaken under Theme 1 and against the Delivery Plan was set out within Paper C (18-383).

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## **12 Civic engagement for mutual benefit: active partnership with our community**

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### **Received:**



- 12.1 A report on the current activity under Theme 5 and against the Delivery Plan from the Deputy Warden, with oral commentary provided by the Registrar and Secretary (Paper G: 18-385).

**Noted:**

- 12.2 The growth in numbers of students attending university had reportedly shifted the focus on recruitment from local to global. The Civic Universities Commission had been set up to address this;
- 12.3 The Chair of Council noted that they had been appointed to Chair the Commission before they had taken on the position of Chair of Goldsmiths Council, and they remained in both posts;
- 12.4 The Commission had received evidence from universities and communities to identify key recommendations, to which Goldsmiths had signed up to follow. As such, the recommendations had been recognised in Goldsmiths strategic plan;
- 12.5 Members discussed the details of key recommendations and how these were reflected in the strategy, including the need to focus on local communities, adult education, employment and procurement for local benefit;
- 12.6 Members discussed the extent to which projects designed to involve the local community, and the difficulties involved in identifying whether attendees were local or not. It was felt important to establish ways to measure and differentiate between good intentions and impact;
- 12.7 Bids for external funding to contribute to civic engagement projects had been submitted, and a significant amount had been achieved. Initial details on the project were provided to Council for information.

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## **13 Supporting the Goldsmiths community of students, staff and alumni**

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**Noted:**

- 13.1 A substantive report on this matter was scheduled for the June 2019 meeting of Council;
- 13.2 Current activity being undertaken under Theme 1 and against the Delivery Plan was set out within Paper C (18-383).

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## 14 Building an efficient and effective infrastructure

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**Noted:**

- 14.1 A substantive report on this strategic theme was scheduled for the September 2019 meeting of Council;
- 14.2 Current activity being undertaken under Theme 1 and against the Delivery Plan was set out within Paper C (18-383);
- 14.3 Consideration of this theme was also made in item No.32 in the confidential business.

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## 15 Financial sustainability

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**Received:**

- 15.1 Correspondence with the Office for Students concerning the financial viability and sustainability of registered higher education providers in England, pursuant to a request by the same (Paper H: 18-386).

**Noted:**

- 15.2 The pack provided included a letter from the Chair to the Chief Executive of the Office for Students;
- 15.3 Information provided looked at issues including concerns around forecasting undertaken by institutions and student number targets;
- 15.4 The budget and forecast would be provided at the next meeting of Council.

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## 16 Risk management

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**Received:**

- 16.1 The Strategic Risk Register (Paper I: 18-387).

**Noted:**

- 16.2 Strategic risks identified in relation to financial sustainability were to be addressed in more detail under confidential business.

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## 17 Report from the Audit and Risk Committee

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### Received:

- 17.1 The open minutes of the Audit and Risk Committee meeting No.94 held on 14 February 2019 (Paper J: 18-388).

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## 18 Council effectiveness review

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### Received:

- 18.1 A report on progress made towards the review of Council's effectiveness, including the statement of works, final terms of reference and schedule for completion (Paper K: 18-389).

### Noted:

- 18.2 The Good Governance Institute were undertaking an effectiveness review on Council's behalf. Members were invited to comment on the approach taken, which would bring in a range of stakeholder groups including staff, students, and union groups;
- 18.3 It was intended that all members of Council would be approached for interview, however, given the tight timescale and difficulty of scheduling, members who were available and keen were invited to put themselves forward;
- 18.4 It had been agreed that The Nominations and Governance Committee and steering group would oversee the progress of the review, as well as subsequent implementation of its recommendations;
- 18.5 Members were keen to receive continued assurance that the review was constructed and undertaken fairly and objectively.

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## **19 Gender pay gap reporting**

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### **Received:**

- 19.1 Published gender pay gap data for Goldsmiths (Paper L: 18-390).

### **Noted:**

- 19.2 A query was raised regarding opportunities for staff in lower pay quartiles, as well as non-academic support staff and those working at the college through independent contractors.

### **Resolved:**

- 19.3 The query raised would be taken to the Human Resources and Equalities Committee for more detailed consideration.

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## **20 Access and participation plan**

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### **Received:**

- 20.1 A report on the process to be followed for the development and submission of Access and Participation Plans (Paper M: 18-391).

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## **21 Dame Pearce teaching and excellence framework review**

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### **Received:**

- 21.1 The submission made in response to Dame Pearce's call for evidence in support of her review of TEF (Paper N provided as published online via the public facing website): <https://www.gold.ac.uk/media/documents-by-section/about-us/governance/official-responses/Goldsmiths-Pearce-Review-response-0319-FINAL.pdf>

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## 22 Returns

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Secretary's note: Sir David Reddaway left at this time.

**Received:**

- 22.1 Returns made to OfS since the last meeting (Paper O: 18-399):  
TRAC (Transparent Approach to Costing)  
TRAC(T).

**Noted:**

- 22.2 The report provided both a summary and detailed explanation of the returns and the processes involved, in addition to the report itself;
- 22.3 The Senior Management Team in addition to Finance and Resources Committee had considered the returns in detail. The Chair of the Committee felt that the work undertaken and overview provided sufficient assurance.

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## 23 Students' Union 2017/18 financial statements

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**Received:**

- 23.1 The Students' Union's audited financial statements for the 2017-18 financial year, pursuant to Section 22 of the Education Act 1994 (Paper P: 18-393).

**Noted:**

- 23.2 The Audit and Risk Committee had provided consideration and scrutiny of the Students' Union financial statements.

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## 24 Students' Union articles of governance

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### Received:

- 24.1 The amended Articles of Governance for the Students' Union, pursuant to Section 22 of the Education Act 1994 (Paper Q: 18-394).

### Noted:

- 24.2 The President of the Students' Union provided a verbal summary of the work that had been undertaken, and how the decision to incorporate had been reached;
- 24.3 The Students' Union's Articles had not been updated since 2007, and incorporation reaffirmed the need to do so;
- 24.4 Minor amendments to the Articles were still expected. Outstanding changes included the composition of the Trustee Board, and the revision of article 26.2.1, concerning the removal of Sabbatical Officers, in order to make it easier for students to hold their Officers to account.

### Resolved:

- 24.5 To approve the establishment of a Department of Law as an academic section; and
- 24.6 To authorize consequential amendments to the Ordinances (Paper S: 18-392).

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## 25 Open minutes of Committees of Council

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### Received:

- 25.1 The open minutes of the meetings of Academic Board and Committees of Council (Paper T):
- 25.2 Academic Board Meeting No.67 held 5 December 2018 (18-402);
- 25.3 Health and Safety Committee Meeting No.35 held 4 December 2018 (18-403);
- 25.4 External Relations Committee Meeting No.30 held 4 February 2019 (provisional) (18-404);
- 25.5 Finance and Resources Committee meeting No.54 held 7 March 2019 (18-405).

**Noted:**

- 25.6 The link between Academic Board, its committees, and Council would be looked at in the governance review.

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## **26 Committee schedule 2019-2020**

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**Received:**

- 26.1 The provisional committee timetable for the 2019-20 academic year (Paper U: 18-406).

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## **27 Any other business (Open)**

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**Representations to Council:**

- 27.1 Requests had been received at the outset of the open business for representatives of two current campaigns, the first concerning bringing security staff in house, and the second concerning a number of student protest demands including student housing, to address Council;
- 27.2 Concern was raised regarding the lack of notice, as it was not normal practice to permit impromptu requests for additional discussion topics given the crucial and substantive business that needed to be scheduled for each meeting;
- 27.3 A recent strategic Council event had been disrupted by one of the student groups. This disruption had continued after the group had been heard and the parties had agreed to postpone discussions to a time when those able to address their concerns could be present;
- 27.4 Members queried whether Council was the correct forum at which to raise such issues, and expressed concern regarding a lack of understanding of Council's role. It was noted that Council held high level strategic oversight and was not directly involved in the day to day management of the institution;
- 27.5 In this instance a short amount of time would be given to representatives from each group, however it was felt that the misperception of Council's role and the way in which wider concerns were raised needed to be addressed going forwards, as a number of recent meetings had been disrupted by various campaign groups;
- 27.6 A member of security staff and a representative of the IWGB union addressed Council regarding issues faced by security staff working at the College, and the desires of the IWGB to be recognised as formal union representatives in the campaign to bring security staff in-house;
- 27.7 It was noted that consultation and negotiation between the College and trade union representatives fell under the terms of reference of the Joint Negotiations and Consultations Committee;
- 27.8 UNISON was the current recognised trade union, and the College was in conversation with them regarding the campaign. Any changes to the recognised trade union needed to be agreed by all parties to the Framework Agreement;
- 27.9 A representative of the student housing campaign addressed Council to raise concerns regarding accommodation standards including costs, the potential gentrifying impact of students on the local area and the use of contractors to provide housing services;



- 27.10 Two members representing the student occupation addressed Council on the various demands that were being discussed with the senior management team. The representatives raised concerns around racial bias, Eurocentric curriculum, communal use of College property, and the desire for councillors who were bilingual and representative of minority demographics; and
- 27.11 The groups who had presented to Council were thanked for their time and bringing forward their concerns. It was felt that time to reflect was needed.

**Intellectual Property:**

- 27.12 A question was posed as to the designation of intellectual property in respect of learning content provided within Coursera delivered programmes. It was agreed that this matter would be discussed outside of the meeting between the Pro-Warden for International Engagement and Dr Rodger Kibble.