

GOLDSMITHS
University of London

COUNCIL
28 November 2013

Minutes of the meeting held on 28 November 2013

- Present:** Rt Hon Estelle Morris (in the Chair), Mr Nick Barron, Professor Roger Burrows, Dr Rupert Evenett, Mr Conrad Grant, Mr James Grierson, Mr Sebastian Hicks, Professor Mark D’Inverno, Mr Dan Lambeth, Mr Gerald Lidstone, Mr Patrick Loughrey, Mr Dick Melly, Ms Jackie Morgan, Dr Richard Noble, Professor Jane Powell, Mr David Richards, Ms Vivienne Rose, Ms Vanessa Sharp, Ms Mary Stacey, Dr Derval Tubridy, Mr John Wadsworth, Mr Tom Wilson, Mr Philip Wright, Dr Michael Young.
- Apologies:** Mr Brian Lymbery, Ms Cathy Runciman, Ms Jessica Wanamaker
- In attendance:** Registrar and Secretary (Secretary), Director of Finance, Director of Governance and Legal Services.
- Observers:** Ms Catriona Boulton, Mr Andrew Lantry, Mr Chris Lloyd, Ms Lucinda Parr, Ms Melanie Rimmer and Trades Union representation (UCU only).

OPEN BUSINESS

1 MEMBERSHIP, APOLOGIES FOR ABSENCE AND OTHER ANNOUNCEMENTS

It was noted that the following new members had joined Council this term, and the Chair welcomed them to the meeting:

Independent
Mr Nick Barron
Ms Vanessa Sharp
Mr Tom Wilson

Students
Mr Conrad Grant

Elected staff
Mr John Wadsworth

Pro-Wardens
Professor Roger Burrows
Professor Mark d’Inverno

2 MINUTES

Resolved:

that the Minutes of the meeting held on 25 June 2013 be approved.

3 STANDING ORDERS

Noted:

the revised Standing Orders in force for all Goldsmiths Committees, including Council, from

1 September 2013 (13-300).

4 CONFLICT OF INTERESTS POLICY

Noted:

the College's Conflict of Interests Policy, and its potential implications for the obligations of members of the Committee (13-301).

5 TERMS OF REFERENCE, COMPOSITION AND MEMBERSHIP OF COUNCIL

Noted:

the membership and statement of powers of Council for this academic year (13-451).

6 MATTERS ARISING FROM THE MINUTES

Noted:

- (i) the Estates masterplan would be brought forward to next meeting of Council
- (ii) that there were ongoing discussions about the Students Union budget and that it would be reported to the next meeting of Council.

7 REPORT ON ACTION TAKEN BY THE CHAIR

Noted:

- (i) the appointment of Ms Mary Stacey as Deputy Chair of Council for the month of August 2013, to provide absence cover for approval of regulatory changes required with effect from 1 September 2013;
- (ii) the approval of amendments to General Regulations, with effect from 1 September 2013, relating to Regulations 1 and 2, Student Category Definitions, Regulation 3 Admissions, Regulation 5 Fees and Regulation 8 Student Attendance and Absence it being noted that the changes to Regulations 1 and 2 were approved by the Deputy Chair of Council during August 2013 (13-463 Appendix A);
- (iii) the approval of amendments to the College's public statement of compliance with the CUC Code of Practice, as set out in Appendix B, further to the decisions made by Council at its meeting on 20 March 2013 (13-463 Appendix B);
- (iv) the approval of, further to the discussion of CUC Code compliance at Council, an amendment to the duties of the Chair of Council,¹ to include *"putting in place suitable arrangements for monitoring the performance of the Warden"* (Council Minute 8(v), 20 March 2013 refers);
- (v) the approval of the extension of the term of office for Jane Powell as Pro-Warden to 31 August 2017;

¹ <http://www.gold.ac.uk/council-members/roles/#chair>

- (vi) the approval of amendments to the Management Framework for Compliance with Information Law to align the framework with the new administrative structure;
- (vii) the amendment of the Records Management Policy to replace "Head of Corporate Governance and Information Management" by "Head of Information Management";
- (viii) the amendment to the composition of committees as set out in Appendix D (13-463 Appendix D).

8 NOTICES

Noted:

- (i) that the Director of Governance and Legal Services would be contacting the independent members of Council for information to update the Register of Interests;
- (ii) that a new Committee of University Chairs (CUC) Code of Practice was being drafted with publication of the new code expected in March 2014.

9 WARDEN'S REPORT

The Warden gave a oral report including the following matters:

- (i) the award of three doctoral training centres to consortia including Goldsmiths. Firstly, the Consortium for Humanities and the Arts South-East England (CHASE) - a partnership between Goldsmiths and six other institutions (The Courtauld Institute of Art, the Open University, and the Universities of East Anglia, Essex, Kent and Sussex) - was awarded £17m by the Arts and Humanities Research Council (AHRC) to promote excellence in research and knowledge exchange in the arts and humanities. Secondly, the 'Design Star' bid, another collaboration between five universities (Reading, Loughborough, Brighton, Open University and Goldsmith) was awarded £2.2 million in funding by the AHRC. The AHRC funds would be matched with similar amounts from the universities and be used to support around 60 PhD researchers over the next five years. Thirdly, the Centre for Doctoral Training in Intelligent Games & Game Intelligence (IGGI) was awarded funding from the Engineering and Physical Science Research Council (EPSRC). This was a collaboration between Goldsmiths and the Universities of Essex and York. The Centre, which would enrol its first students from September 2014, would run for nine years. A total of 18 students would be based at Goldsmiths, and work directly with over 60 industry partners through placements and collaborative research projects. The three doctoral centres would provide a significant pool of funded research studentships for the College. Whilst there would be a selective and competitive process for the studentships between members of each consortia, this provided an opportunity for Goldsmiths to significantly increase the number of research students across a number of disciplines. Thanks were extended to Professor Les Back, the former Dean of the Graduate School for his work in securing these awards, and notably his involvement with the CHASE consortium;
- (ii) the welcome increase in research grants awarded in 2012-13 (valuing approximately £5m in 2011-12 and £17m in 2012-13);
- (iii) student recruitment for entry in 2013-14 had exceeded targets in respect of home and overseas students. Particularly pleasing was the number of off-quota undergraduate students recruited. However, it was noted that the effort and resource in this area would need to be maintained and developed to sustain and increase these recruitment levels.

Concurrently, our commitment to access and student opportunity remained as articulated in our Access Agreement;

- (iv) marking the first anniversary of the Santander scholarships, Santander had increased its support for Goldsmiths by an additional £10,000 per annum to be invested in a new initiative, Santander Skills +, a programme which would deliver a series of professional skills workshops and activities in collaboration with careers consultants and other colleagues from across the institution.
- (v) the 94 Group had now unfortunately been dissolved and consequently Goldsmiths was not currently a member of any particular mission group, However, its relationship with the University of London provided excellent opportunities for promotion, brand awareness and profile-raising;
- (vi) the Fellows Dinner had taken place on 26 November 2013 and had been used as a opportunity for more positive promotion of the College. Members were invited to provide any feedback on the event;
- (vii) the inaugural Goldsmiths Prize for Fiction at its most Novel had been made to Eimear MacBride for her book A Girl is a Half-formed Thing at a prize ceremony on 13 November 2013;
- (viii) Goldsmiths music students had performed at the University of London Foundation Day Foundation Day. Thanks were expressed to the Music Department and in particular to the students who had performed at the event;

10 RESEARCH EXCELLENCE FRAMEWORK REPORT

Received:

an oral report from the Deputy Warden on the College's Research Excellence Framework submission

The Deputy Warden reported that the Goldsmiths REF submission had been successfully made ahead of the 29 November 2013 deadline. The outcomes of the REF, to be published a year from now, would have a direct effect on future funding, both directly through QR allocations and indirectly through research grant awards, as well as being important and influential, for example through league tables, to our reputation. In future only international or world leading research would receive public funding as a result of this exercise and so the selection strategy had had to take account of both quantity and quality. As a result, it was expected that nationally the overall proportion of eligible staff submitted would have decreased since RAE2008. At Goldsmiths, approximately 72% of eligible staff were submitted, compared to 85% in RAE2008, but this still represented a high proportion commensurate with our status as a research intensive institution.

A new element relating to the broader societal benefits, impact, had been introduced into this assessment exercise. As a result, a significant number of case studies had been compiled and it was hoped that these would be collated and published in the near future, as they provided an excellent narrative for how our research influences and impacts society and policy.

The impact element, introduced into this assessment Outputs and narratives + new element – broader “impact”

Thanks were expressed to Professor Jane Powell for her leadership, and to the rest of the internal REF panel, Professor Roger Burrows, Professor Mark d’Inverno, former Deputy Warden Professor Simon McVeigh, Professor Andrea Phillips from the Art Department, and Jane Offerman who had

taken over from Lynda Agili during her absence, from the Professional Services, for all their hard work and for ensuring a successful submission.

It was noted that that whilst the next assessment exercise would be some years hence, planning and preparations would need to start in earnest four years ahead of the next submission. We should also be mindful that impact would be more important next time and that this should be borne in mind now. It was further noted that the success of the Make a Difference Day should be built upon and that Goldsmiths should continue to confidently promote and disseminate its stories and successes. Likewise, it was essential that the research studentships available through the Doctoral Training Centres materialised and that the students successfully completed their research degrees in a timely way.

Resolved:

To receive a report at a future meeting to show how Goldsmiths performance compared against the previous exercise.

11 REPORT FROM AUDIT COMMITTEE

Received:

the minutes of the meetings of Audit Committee held on 09 October 2013 (13-453) and 14 November 2013 (13-454).

12 INTERNAL AUDIT STRATEGIC PLAN

Approved:

the draft Internal Audit Strategic Plan (13-309).

13 KEY INFORMATION SET REPORT

Noted:

the HEFCE audit report about the Key Information Set (13-313).

14 FINANCIAL STATEMENTS AND ACCOUNTABILITY RETURN TO HEFCE

Received:

- (i) Financial Statements (13-397R), recommended for approval by Audit Committee (14 November 2013) following prior consideration by Finance and Resources Committee (11 November 2013);
- (ii) External Auditor's Report (incorporating draft letter of representation), as received by Audit Committee (14 November 2013) (13-399R));
- (iii) Audit Committee Annual Report (12-390R);
- (iv) Internal Auditor's Report (13-307);
- (v) Annual Monitoring Statement (13-462);

- (vi) VFM Annual Report (13-306R);
- (vii) Annual Sustainability Report (13-405);
- (viii) Financial Assessment Report (13-398).

Noted:

- (i) that a few changes had been made to disclosures since the statements had been considered by Audit Committee, e.g the profits from selling two properties in St Donatts Road, and some amendments to the notes relating to pensions had been made. All changes had been seen and agreed by the auditors and the Chair of Audit Committee confirmed Audit Committee had reviewed the accounts at the meeting and were content to recommend them for approval by Council;
- (ii) that any mention of the 94 Group in the narrative would be amended prior to submitting to HEFCE.
- (iii) that, in approving the Public Benefit Statement (in the preamble to the Financial Statements) Council was affirming that it had had *regard to the Charity Commission Guidance on public benefit*;
- (iv) that the Draft Assurance Statement had not been tabled but would be signed by the Warden as Accountable Officer and circulated to the Council prior;
- (v) that under the Primary Responsibilities, the Annual Monitoring Statement was received for information rather than approved by Council, but in view of the inclusion of the more general questions at the end of the statement concerning opportunities and challenges, it was this year presented for approval;
- (vi) that whilst it was not mandatory for institutions to submit a VFM report as part of the Annual Accountability Return, Goldsmiths would submitting its report to demonstrate its commitment in this area;
- (vii) that the Annual Sustainability Report (ASSUR) was a new report introduced this year, in which institutions were asked to report performance against KPIs and College's requirements for sustainability. Whilst this report was optional, its return had been strongly recommended, so Goldsmiths would be submitting its report;
- (viii) that the Financial Forecast also formed part of the Annual Accountability return (see Minute 27) below).

In discussion of the Annual Accountability Return documents, Council also noted the following particular issues:

- (i) that the Financial Assessment had developed from the Going Concern paper presented to Audit Committee. It was regarded as a useful and visual summary of the financial position and hence it was intended to present this report to Council in future;
- (ii) that compliance with Home Office Immigration and Visa (formerly UKBA) requirements had been raised by the Internal Auditors as an area that required continued and careful monitoring. Since the appointment of an International (Policy and Guidance) Officer within the Governance and Legal Services Department, a significant amount of assessment and

enhancement work had been undertaken and would continue to be undertaken in this area, particularly given the likelihood of a Home Office audit in 2014.

The Chair thanked the staff of the College involved in the preparation of Annual Accountability Return.

Resolved:

- (i) to approve the Financial Statements for 2012-13, the draft letter of representation (subject to minor amendment), and the Annual Sustainability Report;
- (ii) to approve the Annual Monitoring Statement.

15 STUDENTS' UNION FINANCIAL STATEMENTS

Received:

the financial statements of the Students' Union for 2012-13 (13-396), together with a commentary by the Chief Executive of the Union.

16 RISK REGISTER

Received:

the Strategic Risk Register and Strategic Risk Statement (13-455).

Noted:

- (i) that only the combined impact and likelihood score was presented to Council but that the more granular assessments and mitigating actions were recorded and monitored by the Planning Office;
- (ii) new risks relating to student recruitment and membership of University groups had been added to the register;
- (iii) the following risks where there had been significant movement upwards in the risk rating:

SRR 35 UKBA-related risks given the likelihood of an audit of College processes by the Home Office in early 2014;

SRR28 – changes to postgraduate student markets, acknowledging the expected but as yet unknown impact of the new undergraduate fees regime on postgraduate study;

- (iv) the following risks where the risk rating had been reduced:

SRR22 Change management systems – an appointment had now been made to the post of Head of the Strategic Projects Office and the first phase of the Professional Services restructure had been completed;

SRR7 Student Accommodation – the immediate issue of providing accommodation for the 2013-14 cohort had been resolved, but planning for 2014-15 and beyond still remained important;

SRR16 Academic staff recruitment and retention – this had been a high risk area leading up to the REF, but the associated pressures had now eased as the census date had passed and submissions made;

- (v) the risk levels associated with student recruitment remained high, despite two successful years of recruitment. It was noted that there was still so much volatility within the markets that the risks remained high and that any failure to sustain current work in this area could put our recruitment once more at risk;
- (vi) the risk rating for SRR4 – loss of funding for teacher education had not changed despite current government policy to move initial teacher training into schools rather than universities and that a number of higher education institutions providing teacher training programmes had seen their allocation of places drastically reduced in the most recent allocations round. It was noted that whilst takeup of school-based places had not been high in the first year under the new system and thus HEIs had been able to recover some places, this could not be expected to continue in the longer term;
- (vii) the internal/external influence indicator for SRR12 would need to change to white now that the REF submission had been made.

Resolved:

- (i) to increase the risk level associated with ITT provision.
- (ii) to approve the Strategic Risk Statement

17 KEY PERFORMANCE INDICATORS

Received:

the latest Key Performance Indicators (13-456).

Noted:

- (i) responsibility for performance and ownership of the performance indicators was distributed across the organisation;
- (ii) three year performance information and external benchmarks had been provided where these were available;
- (iii) clarification was sought on particular measures and suggestions received for some additional KPIs including one relating to highly qualified and off-quota new entrant students;
- (iv) that there was not complete alignment between some of the strategic aims and KPIs as articulated, e.g. between the strategic aim to recruit larger numbers of local students and the KPI related to recruitment of students from lower participation neighbourhoods (LPNs). However, it was acknowledged that this data is held and it was agreed that it would be helpful to share this information.

Resolved:

To further refine the table and to consider presenting it to Finances and Resources Committee in the future.

18 COMMITTEE REVIEW

Received:

a proposal for a committee review, incorporating effectiveness reviews of Council in 2014-15 and Academic Board in 2013-14 (13-457).

Resolved:

- (i) to undertake a full review of the committee system as proposed.
- (ii) to bring plans for the Effectiveness Review of Council to the next meeting including options for procuring external consultancy
- (iii) to liaise with Chairs of committees about the scope, themes and timings of the review.

19 ANNUAL REPORTS

Received:

the annual report from the Estates Committee (13-360)

20 ORGANISATIONAL CHARTS

Noted:

the College and Professional Services organisational chart (13-460).

21 ACADEMIC STAFF PROMOTIONS

Received:

a list of promotions of members of the academic staff with effect from 1 September 2013 (13-461).

22 FORTHCOMING MEETINGS

Noted:

the following dates of forthcoming meetings in 2013-14 and 2014-15 (at 4.00pm):

10 April 2014;
26 June 2014.