

**GOLDSMITHS
University of London**

COUNCIL

Minutes of the meeting held on 29 November 2012

- Present:** Rt Hon Estelle Morris (in the Chair), Dr Virginia Brooke, Dr Rupert Evenett, Mr James Grierson, Mr Dan Lambeth, Mr Patrick Loughrey, Mr Brian Lymbery, Ms Jackie Morgan, Dr Richard Noble, Mr Dick Melly, Mr Samson Osun, Mr David Richards, Ms Vivienne Rose, Ms Cathy Runciman, Ms Mary Stacey, Dr Gareth Stanton, Dr Derval Tubridy, Ms Jessica Wanamaker, Mr Philip Wright, Dr Michael Young.
- Apologies:** Ms Althea Efunshile, Mr Gerald Lidstone, Mr Sebastian Hicks, Professor Simon McVeigh, Professor Jane Powell, Ms Colleen Toomey.
- In attendance:** Registrar and Secretary (Secretary), Director of Finance, Head of Corporate Governance and Information Management.
- Observers:** Ms Sharon Alleyne, Ms Vicky Annand, Ms Liz Hutchinson, Mr Chris Lloyd, Mr David Mungall, Ms Lucinda Parr, Ms Min Rodriguez-Davies, Miss Rachel Soper and Trades Union representation (UCU only).

OPEN BUSINESS

1 MEMBERSHIP, APOLOGIES FOR ABSENCE AND OTHER ANNOUNCEMENTS

It was noted that the following new members were joining Council this term, and the Chair welcomed those who were present:

Independent	Students	Elected staff	Pro-Warden
Ms Jackie Morgan	Mr Samson Osun	Ms Vivienne Rose	Dr Michael Young
Mr David Richards	Mr Sebastian Hicks	Mr Gerald Lidstone	
		Dr Derval Tubridy	

The Chair also welcomed the new Secretary to Council, Mrs Liz Bromley.

Council noted that Dr Alison Henwood had resigned from Council with effect from 17 August 2012 and agreed that their thanks be conveyed to her for her service to the College on Council and as Chair of Audit Committee. Council also agreed that its thanks be conveyed to Mr Robert Russell who had recently resigned from Audit Committee due to pressure of other professional commitments.

It was noted that members of Council would find it helpful to have the contact details of the other members available, and that subject to the removal of any particular details which members asked not to have more widely circulated, this would be done.

[Secretary's note: this was circulated after the meeting as paper 12-507 (Confidential).]

It was reported that the Internal Communications team would in future circulate regular newsletters to Council members, including in particular invitations to events, and a sample was tabled (12-508).

2 MINUTES

Resolved:

that the Minutes of the meeting held on 19 June 2012 be approved.

3 STANDING ORDERS

Noted:

the revised Standing Orders in force for all Goldsmiths Committees, including Council, from 1 September 2011 (12-299).

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 (12-300).

5 TERMS OF REFERENCE, COMPOSITION AND MEMBERSHIP OF COUNCIL

Noted:

the membership and statement of powers of Council for this academic year (12-461).

6 REPORT ON ACTION TAKEN BY THE CHAIR

Noted:

the following action taken by the former Chair since the circulation of agenda for the last meeting (12-462):

- (i) to amend the Statement of Primary Responsibilities of Council as follows from 1 September 2012:

to ensure that funds provided by the Higher Education Funding Council for England (HEFCE) are used in accordance with the Financial Memorandum, and that the conditions of funding of any other funding bodies, including the ~~Teacher Development Agency (TDA)~~ **Teaching Agency (TA)** and the ~~Learning and Skills Council (LSC)~~ **Skills Funding Agency (SFA)** aremet.

- (ii) to amend the Smoke Free Policy approved by Council on 28 June 2007, as follows :

Policy

It is the policy of Goldsmiths, University of London that all our workplaces are smoke free and all employees have a right to work in a smoke free environment. Smoking is prohibited in all enclosed and substantially enclosed premises in the workplace, ~~–This includes~~ **including** Goldsmiths' vehicles. **Smoking is also prohibited in Loafers**

garden and on the terrace of the New Academic Building. This Policy applies to all employees, students, contractors and visitors.

and to remove the references to helpful websites and telephone numbers to another part of the College website;

- (iii) to appoint Professor Stephen Nugent as Head of the Department of Anthropology from 1 September 2012 to 31 August 2015, on the recommendation of the Appointments Panel consisting of the Warden, Professor Simon McVeigh and Professor Kay Stables;
- (iv) to appoint Dr Berta Joncus as Head of the Department of Music from 1 August 2012 to 31 August 2015, on the recommendation of the Appointments Panel consisting of the Warden, Professor Jane Powell and Dr Anna Furse (it being noted that Dr Joncus would be on research leave and replaced by an Acting Head appointed by the Warden, during the first term of her tenure);
- (v) to appoint Mr Danny O'Sullivan (new Head of RCCS) to membership of the Environment and Sustainability Committee;
- (vi) to replace the Director of Business Development with the Head of Enterprise on the Board of PureGoldsmiths Ltd (following the disestablishment of the post of Director of Business Development);
- (vii) to approve the College's becoming a guarantor member of a new Company Limited by Guarantee, to be known as Professional HE Services Ltd, with a liability of £10, as a result of the incorporation of the unincorporated association, the British Universities' Finance Directors' Group;
- (viii) to appoint the following for a Statute 16 capability and performance appeal hearing in October 2012:

Mr Kevin McCavish, external employment lawyer from Shoosmiths
Mr Dick Melly
Mr Dan Lambeth

(In the event the member of staff concerned retired on ill health grounds and the hearing was not needed.)
- (ix) to appoint the following members of a Redundancy Committee for the Department of Professional and Community Education (from 2012-13 Department of Social, Therapeutic and Community Studies), which met on 14 August 2012 to consider the implications for staffing of the discontinuation of non-credit-bearing language courses, the Certificate in Foreign Language Proficiency and the Certificate in Language Teaching to Adults:

Mr Dick Melly (Chair)
Mr Brian Lymbery
Professor Beverley Skeggs
Dr Rupert Evenett
Dr Tim Parnell

and to approve the resulting recommendation that one member of staff should receive notice of redundancy;
- (x) to approve updates to the College's published summary of CUC Code of Practice compliance, as set out in Appendix A to paper 12-462;

[Secretary's note: After the circulation of agenda it was noted that by an oversight the following amendment to the General Regulations by the former Chair of Council had not been included in paper 12-462]

- (xi) to recommend an amendment to General 13.6.7 as follows, with effect from 1 September 2012:

13.6.7 Process for consideration of an appeal

The completed request will be referred to the Chair of the relevant Examination Board for comment. Following that stage the member of staff appointed by the Registrar and Secretary [Complaints and Appeals Manager] will consider whether there is a **prima facie substantive case** and either uphold or dismiss the appeal. If appropriate, supplementary information may be sought, for example from the Head of Department.
[no change to remaining paragraphs of 13.6.7]

and the following action taken by the current Chair (as also recorded in paper 12-462):

- (xii) to appoint Dr Rupert Evenett as Chair of Audit Committee from 1 October 2012, to replace Dr Alison Henwood, who had resigned from Audit Committee and Council with effect from 17 August 2012;
- (xiii) to appoint Mr Philip Wright as Chair of Finance and Resources Committee from 1 October 2012;
- (xiv) to appoint a Promotion and Progression Appeals Panel, which met on 5 November 2012, with the following panel members:
- Ms Mary Stacey (Chair)
Ms Cathy Runciman
Mr Philip Wright
- (it being noted that the Promotions and Progression appeals procedure was non-statutory and had been approved by the former Pay Forum).
- (xv) to approve Council meeting dates 2013-14 (Minute 26 below refers).

7 EQUALITY AND DIVERSITY

Received:

- (i) a proposal to replace the Code of Practice on Equality and Diversity by a Statement of Commitment with effect from 1 January 2013 (12-422R);
- (ii) a briefing paper concerning equal opportunities issues at Goldsmiths from the Interim Equalities and Diversity Adviser (12-271).

Resolved:

- (i) that the Code of Practice on Equality and Diversity be rescinded and replaced by a Statement of Commitment with effect from 1 January 2013 (12-422R);
- (ii) that straightforward consequential amendments to other policy documents requiring Council approval be deemed approved.

The Interim Equalities and Diversity Adviser gave a presentation on current issues in the area of equality and diversity.

Council members noted the expectation that in January 2013 the College would meet its statutory obligations concerning the publication of equalities statistics - which would provide a framework for future discussion about equality and diversity at Goldsmiths. Members also commented that they would find benchmarking information, in particular from the University of London, useful to inform this discussion.

8 WARDEN'S REPORT

The Warden welcomed the new Chair of Council, Registrar and Secretary and Pro-Warden (Students and Learning Development), and gave a report including the following matters:

- (i) The Deputy Warden, Professor Simon McVeigh (currently absent on a visit to India with the Mayor of London), would step down as Pro-Warden/Deputy Warden on 31 August 2013. Council could expect to receive a recommendation for a new Pro-Warden appointment at its March meeting, and a switch of portfolios among Pro-Wardens might be involved. (See Minute 33 below concerning the appointment of a new Deputy Warden.)
- (ii) Fractional posts of Associate Pro-Warden would shortly be advertised to existing academic staff, to be held on a secondment basis.
- (iii) Ms Kath Clarke would take up post as Director of Human Resources in January 2013. Thanks were due to Ms Ellen Tsang for her work as Interim Director during a long period of vacancy.
- (iv) The College would shortly be advertising new academic posts in the area of Economics, which would both contribute to teaching developments and add value to the College's performance under the Research Excellence Framework.
- (v) Proposals for a restructuring of the professional services were about to enter the stage of formal consultation with staff.
- (vi) There had been significant improvements to the Welcome Week for new students in September, and at the Senior Staff Residential Event in early November the focus had been on improvements to the student experience throughout the period spent at Goldsmiths.
- (vii) The recent Open Day had been successful, and despite an overall decline in applications to universities nationally, Goldsmiths had seen a rise of 8 percent in home/EU undergraduate applications.
- (viii) An initiative had been launched to emphasise the impact of Goldsmiths on Society. 12 February 2013 would be "Making a Difference Day" for the particular promotion of this. There would also be better internal dissemination of Goldsmiths research in future, with the first of a series of monthly events on 31 January 2013.
- (ix) The Archbishop of Canterbury had recently visited the College, and Open Book project.

9 ACCOUNTABILITY RETURN TO HEFCE

Received:

- (i) Financial Statements (12-378R), recommended for approval by Audit Committee (8 November 2012) following prior consideration by Finance and Resources Committee (5 November 2012);
- (ii) a supplementary statement setting out updates to the Financial Statements agreed with the External Auditors since the circulation of the Council agenda (12-483);
- (iii) External Auditor's Report (incorporating draft letter of representation), as received by Audit Committee (8 November 2012) (12-380), and a revised letter of representation proposed by the External Auditors since the circulation of the Council agenda (12-484);
- (iv) Audit Committee Annual Report (12-390R);
- (v) Draft Assurance Statement (12-381R);
- (vi) Internal Auditor's Report (12-386);
- (vii) Annual Monitoring Statement (12-463);
- (viii) VFM Annual Report (12-317).

Resolved:

- (i) to approve the Financial Statements for 2011-12, the revised draft letter of representation and the draft Assurance Statement;
- (ii) to approve the Annual Monitoring Statement (12-463).

Noted:

- (i) that the External Auditor's report had been amended since circulation paper 12-380 to Audit Committee and Council, in other respects than the draft letter of representation, but that the changes involved were minor, and would be available to the Chair of Council before the submission of the Annual Accountability Return to HEFCE;
- (ii) 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*;
- (iii) that this *Guidance* had been circulated to Council members in the agenda for 29 November (separately bound appendices to paper 11-439), and had been included in the advance information for all new members of Council in September 2012);
- (iv) that under the Primary Responsibilities, the Annual Monitoring Statement was received for information rather than approved by Council, but in view of the inclusion for the first time in 2012 of some more general questions at the end of the statement, it was this year presented for approval;
- (v) 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) A review of the impact of Automatic Enrolment for work-based pensions schemes (not covered in the present documents) was planned and would be reported to Council in future.
- (ii) Investment in bursaries appeared so far to have had less impact on recruitment than expected. This raised issues for consideration about whether it was preferable to shift some bursary expenditure to initiatives which would improve the student experience generally.
- (iii) The increases in Other Operating Expenses shown in the Financial Statements were due to an expansion of conference activity and investment in premises generally.

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

10 CORPORATE GOVERNANCE ASSURANCE

Received:

a paper concerning the process of review of documents relating to Risk Management, Economy, Efficiency and Effectiveness (VfM) and Data Quality (12-464).

Resolved:

- (i) that the revised Risk Management Policy and Methodology at Appendix A to paper 12-464 be approved, and that the Policy approved on 25 March 2010 be rescinded;
- (ii) that the revised Corporate Framework for the assurance of data quality at Appendix B to paper 12-464 be approved, and that the Framework approved on 25 March 2010 be rescinded;
- (iii) that future updates of the VfM Policy and Methodology be approved by Council, as recommended by the Internal Auditors (2010-11 report refers¹).

Noted:

- (i) that a review of the VfM Policy and Methodology had been undertaken and the Policy approved in June 2010 confirmed;
- (ii) that a review of the External Data Returns Policy had been undertaken and the Policy approved on 25 March 2010 confirmed.

11 RISK REGISTER

Received:

the Strategic Risk Register (12-389);

¹ Paper 11-329, VfM audit (section 3.7), recommendation R3.

Noted:

that it was envisaged that the Register be presented to every Council, and normally discussed only at the Summer term meeting.

12 INTERNAL AUDIT STRATEGIC PLAN

Resolved:

that the draft Internal Audit Strategic Plan be approved (12-327).

13 MINUTES OF AUDIT COMMITTEE

Received:

the minutes of the meetings of Audit Committee held on 3 October 2012 (12-465) and 8 November 2012 (12-466).

14 CAPITAL PROGRAMME

Received:

a paper setting out proposed variants in the capital programme for the current financial year, it being noted that those variations lying within the range of decision-making powers of Finance and Resources Committee had already been approved by the Committee on 4 November 2012.

Resolved:

that variants in the capital programme for the current financial year requiring approval by Council, as set out in paper 12-363R, be approved.

15 HEFCE ASSURANCE STATEMENT

Noted:

the assurance statement from HEFCE confirming that the College was deemed "not at higher risk", and including performance against HEFCE standard KPIs (12-431).

16 KEY PERFORMANCE INDICATORS (KPIs)

Received:

a paper from the Registrar and Secretary, reporting performance against the KPIs agreed at 29 March 2012 Council, and proposing longer term targets for most of these indicators (12-467).

It was noted that these KPIs would be linked to the Strategic Plan by an annual narrative report on progress against the Strategy to accompany KPI reporting, and that this process would be supplemented by locally-set, operational KPIs for management units.

In discussion of individual KPIs, it was suggested that the percentage of students admitted from local schools should not be interpreted too narrowly, and should refer to the whole of the London area. It was also suggested that in the longer term rankings other than QS should be considered as possible KPIs.

17 FINANCIAL STRATEGY AND STRATEGIC PLAN

Received:

a draft Financial Strategy (12-430R) and the Strategic Plan (12-468), noting that the tables associated with the Financial Strategy were presented under Confidential Business (Minute 28 below refers).

The Chair thanked the outgoing Chair of Finance and Resources Committee, Dr Rupert Evenett, for his contribution to the Strategy now being proposed.

In discussion, the following issues were raised:

- (i) It was agreed that the long payback periods for capital expenditure should be reduced. More than five years should be specified as exceptional.
- (ii) Council noted that in respect of the Estate, the focus of the Strategy was on value for money; a revaluation of the Estate would be considered for the future in connection with the introduction of International Financial Reporting Standards IFRS.
- (iii) Members would find more reporting on the progress of major partnerships helpful, but perhaps separately from Financial Strategy reporting.
- (iv) The QR (quality of research) element in the College's HEFCE grant had reduced recently, due to finite available funds being divided among a higher number of universities, rather than due to local reduction in quality. The impact of this factor was being carefully monitored.

Resolved:

- (i) that the draft Financial Strategy be approved as set out in paper 12-430R, subject to amendment to indicate that the payback period for capital expenditure should be no longer than five years;
- (ii) that those elements of the Strategic Plan contained in paper 12-468, which had not been approved on 29 March 2012 (Minute 8 of 29 March 2012 refers), be now approved.

18 ANNUAL REPORTS OF COMMITTEES

Noted:

- (i) that the approval of new Strategic Aims on 29 March 2012 involved the abolition of the concept of Strategic Aim Committees with effect from 1 September 2012, and this would therefore be the last year of Committee reporting within the old Strategic Aim structure;
- (ii) that it was envisaged that the senior committees of Council and Academic Board which

currently reported at least annually to Council, would continue to do so;

- (iii) that the Annual Report of Information Management and Systems Committee (12-406R) included a pilot in the implementation of the recommendations of the Internal Auditors (Summer 2012) concerning the inclusion of more information about legal compliance within annual reports.

Received:

Academic Development Committee (12-302);
Research and Enterprise Committee (12-458);
Learning, Teaching and Quality Committee (12-345R);
Equality and Diversity Committee (12- 426);
Estates Committee (12-360R);
Information Management and Systems Committee (12-406R);
Human Resources Committee (12-412R);
External Relations and Development Committee (12-469).

19 STUDENTS' UNION FINANCIAL STATEMENTS

Received:

the financial statements of the Students' Union (12-383), together with a commentary by the Chief Executive of the Union.

20 STUDENTS' UNION ANNUAL REPORT

Noted:

that the Students' Union Annual Impact Report for 2011-12 had not been available for circulation in advance of the meeting.

[Secretary's Note: this was circulated shortly after the meeting (12-485)]

21 STAFF TRAVEL POLICY AND PLAN

Resolved:

that the draft Staff Travel Policy and Plan be approved (11-359R2).

22 WATER MANAGEMENT STRATEGY

Resolved:

that the draft Water Management Strategy be approved (12-297R).

23 AMENDMENT TO HEALTH AND SAFETY POLICY

Resolved:

that proposed amendments to the Health and Safety Policy be approved with effect from 1 January 2012, as set out in paper 12-470.

24 STRATEGIC PROGRAMME OFFICE/ GOLDSMITHS 2015 ANNUAL REPORT

Received:

a report from the Director of Finance on work undertaken to create a strategic programme office to give the College greater capacity and capability for managing change and managing significant projects successfully (12-471), it being noted that this paper contained the Annual Report of the Goldsmiths 2015 programme.

25 ACADEMIC STAFF PROMOTIONS

Received:

a list of promotions of members of the academic staff with effect from 1 September 2012 (12-472).

26 FORTHCOMING MEETINGS

Noted:

the following dates of forthcoming meetings in 2012-13 and 2013-14 (at 4.00pm):

29 November 2012

20 March 2013 (not 21 March as originally announced)

25 June 2013 (not 27 June as originally announced)

28 November 2013

10 April 2014

26 June 2014 (also likely date for Academic Board and Council dinner if continued)