

**GOLDSMITHS
University of London**

COUNCIL

30 November 2016

Present: Rt. Hon Estelle Morris (in the Chair), Mr Nick Barron, Dr Kate Devlin, Dr Marl'ene Edwin, Ms Althea Efunshile, Professor Elisabeth Hill, Mr Gerald Lidstone, Mr Patrick Loughrey, Ms Jackie Morgan, Mr Daniel Nasr, Professor Richard Noble, Professor Jane Powell, Dr Barry Quirk, Ms Vanessa Sharp, Mr Tom Wilson, Mr Phillip Wright and Ms Theodora Zemek.

Apologies: Professor Sean Cubitt, Ms Sue Reece, Sir David Reddaway, Mr David Richards, Ms Jessica Wanamaker and Ms Grace See Wen-Ying.

In attendance: Interim Registrar and Secretary, Director of Human Resources, Director of Communications, Director of Planning and Strategic Projects, Head of Secretariat and Legal Services and Governance Officer.

Observers:

Secretary's note: In advance of the meeting, Council received presentations concerning the Teaching Excellence Framework and the Annual Quality Report from the Pro-Warden for Learning, Teaching and Enhancement, the Interim Registrar and Secretary and the Director of Planning and Strategic Projects and had discussions in relation to the same.

OPEN BUSINESS

1. APOLOGIES FOR ABSENCE

Noted:
apologies received as shown above.

2. IDENTIFICATION OF ITEMS FOR DISCUSSION

Noted:
no further items were identified as requiring discussion.

3. CHAIR'S ACTION

Noted:
the Chair had not taken any action on behalf of Council since its last meeting.

4. MINUTES

Resolved:

the Minutes of the meeting held on 21 September 2016 (Paper A) are approved.

5. MATTERS ARISING FROM THE MINUTES

Noted:

there were no matters arising which were not otherwise on the Agenda.

6. WARDEN'S REPORT

Received:

a report from the Warden (Paper B: 16-192).

Noted:

- (i) SENIOR APPOINTMENTS – Ms Helen Watson, currently responsible for planning and governance at the University of Oxford and hugely experienced, is an exciting appointment to the role of Registrar and Secretary (as of 19 February 2017). Subject to Council's approval, Professor Elisabeth Hill will take up the important position of Deputy Warden on 1 January 2017. Professor Mark d'Inverno has agreed to be Pro-Warden for International Engagement from 1 January 2017. A recruitment exercise for a Pro-Warden for Research and Enterprise is to be conducted on 1 December 2016;
- (ii) DEPARTURES OF SENIOR STAFF – the Deputy Warden, Professor Jane Powell, is leaving to take up an appointment at the University of Surrey. Jane has made an enormous contribution to the College through a number of roles held over many years. She departs with the College's gratitude;
- (iii) STRATEGIC PLAN – the Plan is being refreshed to ensure that it remains responsive to the uncertain and challenging operating environment. It is an open and collaborative process of refreshment. Attendance of colleagues from all sections of the community at workshops has been beyond expectations and discussions held have been positive and productive. The outputs of these workshops as well as work done by senior staff will generate a refreshed Plan, ready for consideration by Council in May 2017;
- (iv) HIGHER EDUCATION AND RESEARCH BILL – this proposed legislation will have a profound impact on the sector. Having received very little scrutiny by MPs, the best hope of securing meaningful amendments lies with the Peers. The College is acting through UUK, in concert with other HEIs and by itself to influence members of the House of Lords. Already important amendments have been tabled, including that there be student representation at the Office of Students and that the Secretary of State direct powers are decreased. Never before has the College been so active in the public sphere. This is essential to promote the importance of arts and humanities, not only in higher education, but also the UK's industrial strategy;
- (v) TEACHING EXCELLENCE FRAMEWORK – On the basis of the metrics used, the College will achieve a 'bronze' rating in TEF2. A written submission will be made to challenge the rating and work is being done to improve the College's performance in the league tables which

- underpin the metrics. A particular challenge is the weight attached to graduate employment. Many of the College's graduates are involved in enterprising and entrepreneurial schemes but are not employed;
- (vi) RESEARCH EXCELLENCE FRAMEWORK – preparation is underway for the next REF. Research themes have been developed to lend a collective focus to research output; and
 - (vii) ENTERPRISES – this year's Goldsmiths' Prize awards attracted more media attention than ever before. The Prize enhances the brand and supports the academic endeavour. Open Book continues to garner recognition for the important work that it is doing.

Resolved:

that further consideration will be given to the issue of how to increase the pathways to employment at a future meeting.

7. REPORT FROM THE AUDIT AND RISK COMMITTEE

Received and noted:

the open minutes of the meetings of Audit and Risk Committee held on 10 October 2016 and 10 November 2016 (Paper C: 16-193).

8. OPEN MINUTES OF COMMITTEES OF COUNCIL

Received and noted:

the open minutes of meetings of the following Committees of Council (Paper D: 16-194):

- (i) Human Resources and Equalities Committee;
- (ii) Finance and Resources Committee;
- (iii) Estates and Infrastructure Committee;
- (iv) External Relations Committee;
- (v) Health and Safety Committee; and
- (vi) Academic Board.

9. HUMAN RESOURCES ACTIVITIES AND PRIORITIES

Received:

a presentation from the Director of Human Resources concerning the activities and priorities for the coming 12 months.

Noted:

- (i) the implementation of the Agresso HR/Payroll system is resulting in improved staff data, resulting in better retention of existing staff and recruitment new staff;
- (ii) a comprehensive review of staff policies has brought practices into line with employment law;
- (iii) a customer service role has been introduced to make sure that staff have a really good experience when they visit Human Resources;
- (iv) many long standing employment issues have been addressed;
- (v) the Equality and Diversity Strategy has been the catalyst for a number of important initiatives such as unconscious bias training and shared parental leave;

- (vi) a staff wellbeing service has been introduced which complements the College's staff counselling service and Staff Assistance Programme;
- (vii) the improvement of staff data is a matter of priority for the foreseeable future;
- (viii) Members commended the significant work that had been done by the Director of Human Resources and her team. It was considered a Human Resources Directorate has been created with a very positive those which is representative of the culture of Goldsmiths; and
- (ix) Members encouraged the College to consider whether or not it would be appropriate to use staff surveys and conduct exit interviews. It was also suggested that Unison might be able to provide useful information and insight concerning the experience of staff working at Goldsmiths but employed by third parties (e.g security and cleaning staff).

10. STRATEGIC RISK REGISTER

Received:

- (i) the Strategic Risk Register; and
- (ii) a summary of the changes since the last meeting of Council (Paper E: 16-195).

Noted:

- (i) in accordance with a recommendation made by the Audit and Risk Committee on 10 November 2016, the Risks scheduled on the Register are to be redrafted to give them improved definition;
- (ii) SRR64 is increased from 7 to 9 to reflect the risks posed by a poor outcome of TEF2;
- (iii) growing deficits on both the LPFA and USS schemes and new accounting treatments of the same pose a risk to the College. This is reflected in new Risk SRR71;
- (iv) SRR62 is to be aggregated so that there is one risk for the Students' Union and one for the College; and
- (v) Members considered that the risk posed by a boycott of the National Student Survey by the Students' Union need to be carefully monitored.

11. HARASSMENT, BULLYING AND DIVERSITY

Received:

- (i) a report from the Pro-Warden for Learning, Teaching and Enhancement on the work being done at the College (Paper F: 16-196); and
- (ii) the report of the UUK Taskforce examining violence against women, harassment and hate crime affecting university students (online only): <http://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2016/changing-the-culture.pdf>

Noted:

Council will receive a report on harassment at each meeting.

12. UNIVERSITY OF LONDON BILL

Received:

a report concerning the University of London Bill shortly to be placed before Parliament from the Interim Registrar and Secretary (Paper G: 16-197).

Noted:

- (i) a Private Bill will shortly be placed before Parliament;
- (ii) the legislation will allow colleges of the federation to apply for university title, change their legal title and make revisions to their constitutional documents;
- (iii) the timetable for the passage of the legislation through Parliament is not known at this time; and
- (iv) Council will receive further report on this matter in April 2017.

13. INTERNAL AUDIT OPERATIONAL PLAN

Resolved:

that the Internal Audit Operational Plan is approved as set out in Paper H: 16-198.

14. KEY INFORMATION SET

Received and noted:

the HEFCE audit report about the Key Information Set from the Interim Registrar and Secretary (Paper I: 16-199).

15. ORDINANCES

Resolved:

that the Ordinances be amended as proposed (Paper J: 16-10R) with effect from 1 December 2016.

16. ACADEMIC BOARD MEMBERSHIP

Resolved:

that the holders of the following posts are designated for Class 5 membership of Academic Board at the request of Academic Board:

- (i) Dean of the Graduate School Board;
- (ii) Academic Director of TaLIC; and
- (iii) Academic Director for Collaborative Provision.

17. ANY OTHER BUSINESS (OPEN)

Noted:

- (i) that Mr David Richards will leave Council on 31 December 2017. The Chair thanked David for the valuable contribution he had made to the work of Council, particularly as a Member of the Finance and Resources Committee, and expressed Members' collective best wishes to him for the future; and

- (ii) on behalf of Council, the Chair expressed enormous gratitude to the Deputy Warden, not only for her contribution to Council, but for all of her work at Goldsmiths over many years.