

GOLDSMITHS
University of London

COUNCIL
23 April 2015

Minutes of the meeting held on 23 April 2015

Present: Rt Hon Estelle Morris (in the Chair), Professor Mark d'Inverno, Dr Rupert Evenett, Professor Elisabeth Hill, Mr Gerald Lidston, Mr Howard Littler, Mr Patrick Loughrey, Mr Brian Lymbery, Mr Dick Melly, Ms Jackie Morgan, Dr Richard Noble, Professor Jane Powell, Ms Vivienne Rose, Ms Cathy Runciman, Ms Vanessa Sharp, Dr Derval Tubridy, Mr John Wadsworth, Mr Ziggi Szafranski.

Apologies: Mr Nick Barron, Professor Roger Burrows, Mr James Grierson, Mr Philip Wright, Ms Jessica Wanamaker, Mr Tom Wilson.

In attendance: Registrar and Secretary (Secretary), Director of Finance, Director of Human Resources, Executive Officer, Head of Legal and Governance Services.

Observers: Mr Dan Tanswell, Ms Ellen Tsang, Ms Anna Rolek, Ms Mary Clare Halvosen (UCU)

OPEN BUSINESS

1 MEMBERSHIP AND APOLOGIES FOR ABSENCE

The Chair welcomed Professor Elisabeth Hill.

2 IDENTIFICATION OF ITEMS FOR DISCUSSION

Noted:

no additional items were starred by members.

3 APPROVAL OF ITEMS FOR FORMAL DISCUSSION

Noted:

that all formal decisions proposed in the circulated papers for Open, Confidential and Reserved Business were confirmed by members.

4 MINUTES

Resolved:

that the Minutes of the meeting held on 27 November 2014 are approved.

5 MATTERS ARISING FROM THE MINUTES

Noted:

none

6 REPORT ON ACTION TAKEN BY THE CHAIR

Noted:

- (i) Professor Elisabeth Hill as Pro-Warden (Learning, Teaching and Enhancement from 1 January 2015 to the 31 December 2018);
- (ii) Ms Rebecca Cassidy as the next Head of Anthropology from 1 September 2015 to the 31 August 2018;
- (iii) the suspension of 4.4 of our standing orders until August 2015 to allow the committees of Academic Board to meet and be quorate; and
- (iv) the amendment of Ordinance 2 to reflect the renaming of the School of Individuals, Organisations and Systems to Professional Studies, Science and Technology.

***7 WARDEN'S REPORT**

The Warden gave an oral report of interest to Council:

- (i) Following confirmation by HEFCE that the recurrent research funding for 2015-16 has been reduced, the Sustaining Goldsmiths Programme becomes even more important. The work streams within Sustaining Goldsmiths are producing interesting developments and will help to contribute to the aim of Goldsmiths - to continue as an independent, self-determining and culturally vibrant institution renowned for the high quality of its research and teaching. The Warden also reported that, following a meeting of the Warden's Advisory Group, significant progress was being made towards grouping the 19 separate cost centres into three separate schools without adding to the cost structure; and
- (ii) Deptford Town Hall had recently been occupied. This was different to previous occupations that Goldsmiths had experienced: there were high numbers of first year students participating; it involved a significant increase in risk taking and damage being caused; and an unprecedented level of aggressive and abusive behavior was directed against members of staff and other students. Even though some sabbatical officers from the Students' Union had been involved, the action was distanced from the Union itself. The occupation had finally concluded after a two-week duration without resorting to recourse through the courts, but with many students feeling disenfranchised by the action. Various courses of actions were currently being undertaken to mitigate the risk going forward. It was a good time to remind everyone of how and when the University's buildings may be used. A communication would shortly be sent to all students with the relevant information.

Resolved

the Chair and Members of Council expressed their thanks to the Registrar and Secretary for her contribution during the period of Occupation.

8 AUDIT AND RISK COMMITTEE

Received:

the minutes of the meeting held on 27 February 2015.

9 HUMAN RESOURCES AND EQUALITIES POLICIES

The following Human Resources and Equalities Policies were approved (15-157):

- (i) Paternity Leave;
- (ii) Leave for other reasons;
- (iii) Bereavement;
- (iv) Shared Parental Leave;
- (vi) Travel and Disruption; and
- (vii) Adoption.

10 ANNUAL ACCOUNTABILITY RETURN

Received:

the Annual Accountability Return (15-109).

***11 QAA HIGHER EDUCATION REVIEW AND SELF-EVALUATION DOCUMENT**

Received:

the Self Evaluation Document (15-75R).

Noted:

- (i) the Pro Warden (Students, Learning and Enhancement) reported that the Self Evaluation Document had now been uploaded to the QAA;
- (ii) the QAA's requests for further information and clarification were not unexpected and did not cause concern. The requests have been responded to; and
- (iii) mock interviews were being scheduled with all members of the College involved in the review process prior to the QAA visit itself in the week commencing 8 June 2015.

***12 RISK REGISTER**

Received:

the Strategic Risk Register (15-76R).

Noted:

That the following risks had been reduced:

- (i) SRR 14 (Disaster and serious incident disrupts University business) had been reduced from 8 to 6 to reflect improved planning processes that were now in place;
- (ii) SRR 31 (Changes to UK Pensions Policy) had been reduced to 4 because it was now known what was planned;
- (iii) SRR 50 (University business and students progress and experience will be disrupted by prolonged industrial action in relation to the USS pensions dispute) had been reduced from 8 to 2 because consensus had been reached with the unions; and
- (iv) SRR 4 (Teacher Education) had been reduced from a 5 to a 3 to reflect the successful recruitment of the Department this session.

The following risks had been raised:

- (i) SRR 46 (Changes to government effect how the students loan system is managed) had increased from 6 to 8 as we approach the election; and
- (ii) SRR 28 (Changes to PGT Markets) had been increased from 6 to 8 to reflect sector wide challenges in this area.

The following risk had been added:

- (i) the risk of further occupation, with a rating of 8;
- (ii) the re-introduction of Student Number Control post-election disadvantages our market competitiveness, with a rating of 8; and
- (iii) a lower fee threshold is set post-election that undermines our financial planning, with a rating of 8.

Noted:

- (i) SRR 52 (Cyber Security: Hacking of systems and information impacts on data security and the institution's ability to operate) had been raised by the Chief Information Officer from 4 to 8;
- (ii) that SRR 4 (Teacher Education) should be raised back to 5 because of ongoing challenges in the sector; and

***13 COMMITTEE EFFECTIVENESS REVIEW**

Received:

a report from the Registrar and Secretary on the Committee Effectiveness Review (15-158).

Noted:

- (i) that JNCC had raised a concern over matters of Equality and Diversity being given a high enough profile following the dis-establishment of Equality and Diversity Committee; and
- (ii) the Registrar and Secretary detailed the ways in which Equality and Diversity issues were being given more prominence in governance matters. This included changing the name of the Human Resources Committee to Human Resources and Equalities Committee to reflect the changes to the Terms of Reference and Membership; having Equality and Diversity as a standing item on the agenda of every meeting of each committee; the establishment of an Equality and Diversity forum as part of a new Equality and Diversity Strategy; and the appointment of Council Diversity Champions to ensure that Equality and Diversity remained an area of focus for Council.

***14 EQUALITY AND DIVERSITY STRATEGY AND ACTION PLAN**

Received:

the Equality and Diversity Strategy and Action plan (15-148R).

Noted:

- (i) that Goldsmiths had the potential to be sector leading by embedding equality and diversity in all facets of the institution's work and that the academic work undertaken in this area at Goldsmiths was able to inform practice;
- (ii) that the Strategy and Action plan received strong support from Council members; and
- (iii) that going forward there should also be a focus on how to disseminate the strategy to members of the College by working in partnership with the Communications team and the Students' Union.

Resolved:

that Council Diversity Champions would be identified by the Council members moving from Equality and Diversity committee to Human Resources and Equalities Committee and Student Experience sub-committee.

***15 Key Performance Indicators**

Received:

the Institutional Key Performance Indicators (15-106R).

Noted:

- (i) that Goldsmiths was significantly smaller than the average size of most UK Higher Education Institutions and therefore not able to take as much advantage of economies of scale; and
- (ii) that the student staff ratio had improved significantly since 2012, bringing Goldsmiths more in line with the HEFCE benchmark.

Resolved:

- (i) that an executive summary would be provided for future reports concerning KPIs which will highlight the progress made and difficulties experienced in relation to the indicators.

***16 CHANGES TO THE GOVERNANCE OF THE STUDENTS' UNION**

Noted:

for information, a draft proposal from the President of the Students' Union to be taken on the Student General Assembly (15-163).

***17 SUSTAINING GOLDSMITHS**

Received:

a written report as to the status and progress of the Sustaining Goldsmiths Programme from the Pro-Warden (Research and Enterprise) 15-110R

Noted:

- (i) the goal is to maintain Goldsmiths as an independent and self-determining research-intensive institution renowned for the quality of its teaching and cultural vibrancy;
- (ii) there is a need to achieve a surplus so that there can be an investment in academic quality, student experience and the estate;
- (iv) the Programme's focus was on creating a framework for entrepreneurship and creativity within the Goldsmiths Community;
- (v) there are seven workstreams: 1) Academic structure (led by the Warden and Deputy Warden); 2) Academic development (led by the Deputy Warden); 3) Academic delivery (led by the Pro-Wardens for Research and Enterprise and Learning, Teaching and Enhancement); 4) Infrastructure, processes and system (led by the Registrar and Secretary); 5) Financial management and performance (led by the Pro-Warden for Interdisciplinary Development and the Director of Finance); 6) People and management and development (led by the Director of Human Resources); and 7) New streams of income generation (led by the Registrar and Secretary and the Pro-Warden for Research and Enterprise).
- (vi) there had been significant progress on the Academic Structure workstream following recent discussions at the Warden's Advisory Group;
- (vii) the workstream on income generation articulated the urgent need to develop a short course offer that improves space utilisation and builds better relationships with the community;

- (viii) the programme had received strong endorsement from Finance and Resources Committee; and
- (ix) all academic departments had been asked to develop two short courses within the framework.

Resolved:

that the Pro-Warden (Research and Enterprise) would provide each future meeting with a focused update on an individual workstream.

18 ANY OTHER BUSINESS (OPEN)

Noted:

None.

19 FORTHCOMING MEETINGS

Noted:

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

2 July 2015.