

**GOLDSMITHS  
University of London**

**COUNCIL**

**12 April 2018**

**OPEN MINUTES OF COUNCIL MEETING NO.112  
HELD ON 12 APRIL 2018**

**Present:** Rt. Hon Estelle Morris (in the Chair), Mr Ian Borman, Ms Eva Crossan-Jory, Dr. Kate Devlin, Dr Marl'ene Edwin, Ms Althea Efunshile, Mr Conrad Heyns, Professor Elisabeth Hill, Professor Mark d'Inverno, Mr Gerald Lidstone, Mr Patrick Loughrey, Ms Helen MacNamara, Ms Jackie Morgan, Professor David Oswell, Ms Sue Reece, Sir David Reddaway, Ms Carol Rue, Ms Lynn Percy, Dr Barry Quirk, Ms Vanessa Sharp, Mr Joseph Williams and Ms Theodora Zemek.

**Apologies:** Mr Nick Barron, Professor Andrew Bremner and Mr Tom Wilson.

**In attendance:** Ms Gwendolin Barnard, Mr Kieron Broadhead, Mr Matthew Brooks, Ms Giorgia Cowan, Mr David Marks, Mr Graham Pett, Mr Ian Pleace, Ms Melanie Rimmer, Ms Helen Watson and Mr Ben Wilson.

**Observers:** Mr Gholam Khiabany.

**OPEN BUSINESS**

**PRE-SESSIONAL DISCUSSION:**

- i) Student Feedback;**
- ii) The Goldsmiths' Data Book**

**Secretary's note:** *This meeting began with pre-sessional presentations and discussion on Student Feedback and the Goldsmiths' Data Book, led by the Mr Kieron Broadhead and Ms Melanie Rimmer respectively. Members requested that data be provided about the applicants who are not accepted to study at the College and expressed the view that the Data Book would be a useful document for committees and should be available at meetings.*

**1. WELCOME AND APOLOGIES FOR ABSENCE**

**Noted:**

The following members had conveyed their apologies for being unable to attend the meeting: Mr Nick Barron, Professor Andrew Bremner, Professor Elisabeth Hill, Mr Gerald Lidstone and Mr Tom Wilson.

## **2. IDENTIFICATION OF ITEMS FOR DISCUSSION**

### **Noted:**

No items had been identified for discussion in addition to those starred within the Agenda.

## **3. CHAIR'S ACTION**

### **Noted:**

The Chair had not taken any action on behalf of Council since the meeting of 23 November 2017.

## **4. MINUTES**

### **Resolved:**

To approve the Open Minutes of the Council meeting held on 23 November 2017 (Paper A), save that the Secretary's note pertaining to the pre-sessional discussion should be amended to read as follows:

*The meeting began with a pre-sessional presentation and discussion on the Students' Union's priorities for 2017-18, led by the SU President and the Welfare and Diversity Officer.*

## **5. MATTERS ARISING FROM THE MINUTES**

### **Received:**

A report concerning the BAME attainment gap, from the Deputy Warden (Paper B: 17-208), as per the resolution of Council (Minute 7 of the Open Minutes of 23 November 2017).

### **Noted:**

- i) An approach to developing an action plan in relation to work considering the differences between BAME and white students in terms of applications, admissions, attainment, retention and progression has been considered and approved by both the Learning, Teaching and Enhancement Committee and Academic Board;
- ii) Further report will be forthcoming to Council on this matter as the above work advances.

## **MATTERS FOR DISCUSSION**

## **6. WARDEN'S REPORT**

**Received:**

An oral update from the Warden (Paper C: 17-380).

**Noted:**Industrial Action

- (i) The current action is the most prolonged and sustained industrial action the sector has experienced in memory. A proposal to bring an end to the dispute is currently the subject of national ballot of University and College Union members. The outcome of this will be known after this closes at 2pm on 13 April 2018;
- (ii) Disruption is the purpose of industrial action. This action has been observed at more than 60 higher education institutions. Through the action the Union has made its point forcibly, achieving a shift in the stance held publicly by a number of Vice-Chancellors across the country as well as the negotiating position of Universities UK;
- (iii) Discussions with Goldsmiths UCU have taken place throughout on local issues which have arisen out of dispute. There have been disagreements about policy and practice but good progress has been made. It is hoped that this will continue and that an outcome can be achieved that meets the needs of all stakeholders, particularly the College's students; and
- (iv) It is quite clear that views on the dispute are heartfelt. However the dispute is resolved, there will be a need for the community to heal.

Sectoral developments: launch of OfS and Review of post-18 education and funding

- (v) The Office for Students has now formally been launched. This brings in a new era of regulation for the sector;
- (vi) How the Office for Students intends to conduct itself remains to be seen. Some of the initially hard rhetoric towards the sector may be softening; recent comments by the chief executive, Ms Nicola Dandridge, are in contrast to the tone of the Annual Letter. It is worth bearing in mind that the Office for Students's powers are more limited under the Higher Education and Research Act 2017 than those held by HEFCE;
- (vii) Goldsmiths has and will continue to do what it can to address what is perceived to be a deficit of student representation at the Office for Students;
- (viii) The subscription rate for the Office of Students is calculated on the basis of student numbers. On current numbers, Goldsmiths is required to pay approximately £99, 000. This would increase to £124, 000 if student numbers materially grow;
- (ix) A new UK Quality Code for Higher Education has issued by the Quality Assurance Agency. The Code concerns academic standards and academic quality. There is an increased focus on student engagement within this Code;
- (x) A governmental review of further and higher education has been announced. It is essential that the College anticipates the recommendations of the review. These are likely to be in relation to differential fees, two year degrees and the need to advance technical skills into degree programmes.

Creative Sector Industries Deal

- (xi) The Secretary of State for Digital, Culture, Media and Sport has announced the Creative Industries Sector Deal. It is considered that Goldsmiths is well positioned to tap into the significant research and development funding opportunities that are available, particularly in the fields such as virtual and augmented reality.

#### Applications update

- (xii) Application rates are very positive at both undergraduate and postgraduate taught levels. Particularly encouraging is the growth in applications from prospective international students (up 14%);
- (xiii) Acceptances of both conditional and unconditional offers are down on this time last year. It is felt that this may be due to the industrial action as this has postponed critical recruitment activities. It is hoped this ground will be recovered shortly.

#### NSS participation rate

- (xiv) The institutional threshold for participation has been achieved. There is apprehension about the outcomes of the survey given the disruption caused by the industrial action. Whilst all institutions subject to the industrial action are likely to be impacted, it is felt that Goldsmiths will be disproportionately affected.

#### Gender Pay Gap

- (xv) As of 31 March 2017, the average hourly salary of female members of staff is 5.65% lower than the average for male members of staff and the average hourly salary in the middle of our female staff population is 7.45% lower than the equivalent male. This is against national benchmarks of 14.1% and 9.1% respectively and against a sector benchmarks of 12% and 12.2% respectively;
- (xvi) Goldsmiths will work hard to eliminate the gap. Its plan for doing so can be found here: <https://www.gold.ac.uk/governance/financial-reports/gender-pay-gap/>.

#### Forensic Architecture Exhibition at the ICA

- (xvii) Huge congratulations is owing to Forensic Architecture, whose exhibition at the ICA is garnering amazing reviews from publications such as the Financial Times and the New York Times.

#### Goldsmiths Centre for Contemporary Art

- (xviii) £1 million pounds has now been raised. Fundraising efforts will continue and there is optimism that more funds will be forthcoming for this wonderful project towards the capital building costs as well as significant additional revenue funding;
- (xix) Media coverage of the Centre and its opening programme of exhibitions has been lavish, half a page being dedicated to it in the Guardian as well. This much attention and excitement so far in advance of opening bodes well for establishing a formidable reputation; and

- (xx) Further report on the Centre and its relationship with the College and students will be provided in September 2018.

## **7. STRATEGIC RISK REGISTER**

### **Received:**

The Strategic Risk Register (Paper D: 17-381).

### **Noted:**

- i) In accordance with the direction of the Audit and Risk Committee, the Strategic Risk Register has been refreshed. In contrast to the previous iteration, the Register schedules the risks posed to delivery of the Strategic Plan and is aligned to that document as well as the institutional KPIs; and
- ii) An Operational Risk Register is to be developed that will be owned by the Senior Management Team but periodically presented to the Audit and Risk Committee. Where operational risks become particularly acute, they will be elevated to the Strategic Risk Register for the attention of the Audit and Risk Committee.

## **8. KEY AND OPERATIONAL PERFORMANCE INDICATORS**

*Secretary's note: Melanie Rimmer attended for this item.*

### **Received:**

Proposed Key Performance Indicators (KPIs) and a framework for the development of Operational Performance Indicators (OPIs) (Paper E: 17-382).

### **Noted:**

- (i) A suite of 16 indicators has been developed to measure performance against the Strategic Plan. Each indicator aligns directly to demonstrating success in the intention of one of the Plan's Objectives. They are intended to be measurable and capable of being tracked at regular intervals. 5 year targets should be set against the indicators. Measuring performance should be possible against publically available benchmarks. The data supporting the indicator should be capable of being disaggregated at departmental level;
- (ii) Operational Indicators are being developed to measure performance of the work being done under the Strategic Themes. These will be presented to the next meeting of Council, along with an Operational Plan and a Delivery Plan;
- (iii) Members considered and interrogated the proposed KPIs, making suggestions for potential additional indicators or proposing amendments to those presented. Further work will be done on the proposed KPIs which reflects the discussions had and the suggestions made;
- (iv) Whilst recognising that there is a clear distinction between a KPI and an OPI, Members agreed that the correlation between a KPIs and its

- associated OPIs must be made apparent; and
- (v) It was agreed that reports to Council should be explicit about which Strategic Theme is being addressed and how they positively impact the relevant KPI(s).

**Resolved:**

That the following will be presented on 28 June 2018:

- i) proposed KPIs;
- ii) OPIs; and
- iii) an Operational Plan and a Delivery Plan.

## **9. SEXUAL HARASSMENT REPORT**

**Received:**

An updating report on work relating to sexual violence, harassment and misconduct at Goldsmiths (Paper F: 17-383).

**Noted:**

- (i) Report and Support, a 'one stop shop' for reporting incidents of sexual violence and a gateway to accessing support services, was launched on 12 February 2018. The site has been visited 1672 times;
- (ii) A 3 year strategic plan has been developed to ensure that the work being done is embedded within the organisation and will endure;
- (iii) More than 1000 staff have received relevant training. Council members are welcome to participate in any of the scheduled training sessions;
- (iv) It was agreed that, where it is decided that somebody accused of sexual violence should not be informed of the same, the rationale for that decision should be set out within future reports to Council;
- (v) Members welcome the work that has been done, observing that it helps students and staff feel safe and, therefore, make Goldsmiths an attractive place to study and work. They sought and received assurance that this work is appropriately resourced;
- (vi) The Warden commended Professor Elisabeth Hill for her leadership in this field.

## **MATTERS FOR NOTE**

### **10. OPEN MINUTES OF COMMITTEES OF COUNCIL**

**Received and noted:**

The following open Minutes of the Academic Board, and of Committees of Council:

- (i) Health and Safety Committee Meeting No.31  
13 June 2017 (Paper G: 17-384).
- (ii) Joint Negotiation and Consultation Committee meeting No.29  
6 October 2017 (Paper H: 17-385).
- (iii) Estates and Infrastructure Committee meeting No.37.

- 19 October 2017 (Paper I: 17-386).
- (iv) External Relations Committee meeting No.27.  
26 October 2017 (Paper J: 17-387).
- (v) Human Resources and Equalities Committee meeting No.32  
7 November 2017 (Paper K: 17-388).
- (vi) Finance and Resources Committee meeting No.49  
8 November 2017 (Paper L: 17-389).
- (vii) Academic Board meeting No.63  
6 December 2017 (Paper M: 17-390).
- (viii) Health and Safety Committee Meeting No.32  
7 December 2017 (Paper N: 17-391).
- (ix) Audit and Risk Committee meeting No.90  
8 February 2018 (Paper O: 17-392).
- (x) Finance and Resources Committee meeting No.50  
8 March 2018 (Paper P: 17-393).

## **11. UNIVERSITY OF LONDON BILL**

### **Received and noted:**

An update on the progress of the University of London Bill and the associated exercise to obtain University title (Paper Q: 17-394).

## **12. EXTERNAL RETURNS**

### **Received and noted:**

The following returns:

- (i) The Transparent Approach to Costing (TRAC) Return submitted to HEFCE, as considered by the Finance and Resources Committee (Paper R: 17-356);
- (ii) The Annual Efficiency Return submitted to HEFCE, alongside the associated report from the Director of Finance, as considered by the Finance and Resources Committee (Paper S: 17-357); and
- (iii) The monitoring return submitted to the Office for Fair Access, as considered by the Audit and Risk Committee (Paper T: 17-268).

## **13. EQUALITY AND DIVERSITY OBJECTIVES**

### **Received and noted:**

An update on progress towards Goldsmiths' Equality Objectives 2017-2021 (Paper U: 17-370R).

## **14. GENDER PAY GAP**

### **Received and noted:**

Published gender pay gap data for Goldsmiths (Paper V: 17-395).

**15. DRAFT COMMITTEE TIMETABLE 2018-19**

**Received and noted:**

The provisional committee meetings for the upcoming academic year 2018-19 (Paper W: 17-396).

**16. ANY OTHER BUSINESS (OPEN)**

**Noted:**

None.

**17. FORTHCOMING MEETINGS**

15:00-18:00 on 28 June 2018.