

GOLDSMITHS
University of London

COUNCIL
Minutes of the meeting held on 14 December 2006

- Present:** Mr Christopher Jonas (in the Chair), Mr Keith Ajegbo, Mr Mark Baillache, Mr Jack Barnes, Dr David Barrett, Dr Philip Broadhead, Professor Geoffrey Crossick, Mr Lewis Davies, Ms Katy Donnelly, Lady Goodhart, Dr Janet Hand, Ms Jennifer Huseman, Mrs Alyson McGarrigle, Mr Kenneth May, Professor Simon McVeigh, Mr Dick Melly, Baroness Morris of Yardley, Professor Carrie Paechter, Professor Nirmala Rao, Dame Janet Ritterman, Lord Sandon.
- Apologies:** Mr Bob Annibale, Mr Andrew Brett, Professor Warwick Gould, Professor Bob Pinker, Mr Keith Potter.
- In attendance:** Acting College Secretary/Director of Resources and Planning, Director of Finance, Head of Secretariat, Academic Registrar, Head of Quality (for items 1 to 10), Equal Opportunities Adviser (for item 21).
- Observers:** Trades Union representatives and two other observers.

OPEN BUSINESS

1 MINUTES

Resolved:

that the Minutes of the meeting held on 29 June 2006 be approved.

2 MEMBERSHIP OF COUNCIL

Noted:

that Mr Bob Annibale, having missed five successive meetings of Council, would under Statute 3(12) cease to be a member of Council from the present meeting unless Council should decide otherwise.

Resolved:

that in view of the particular nature of Mr Annibale's general contribution to the work of the College, and the nature of his business commitments, he be permitted to continue as a member of Council for the time being, notwithstanding his absence from five successive meetings of Council.

3 MATTERS ARISING FROM THE MINUTES: HEAD OF THE UNITARY ADMINISTRATION

Noted:

that it had not yet proved possible to appoint the head of the new unitary administration (Minute 3(iv) refers), but that an appointment was likely to be made within the next few weeks.

4 CONFLICTS OF INTEREST

Received:

the new College Policy on Conflicts of Interest, in which the section on conflicts of interest for committee members was particularly noted (S06.133).

5 NEW COMMITTEE SYSTEM AND MEMBERSHIP OF COUNCIL

Noted:

- (i) a summary of the main features of the new Goldsmiths Committee system, with a list of Council members for 2006-07 at Appendix A (S06.204);
- (ii) a note reporting decisions by the Senior Management Team concerning the Committee Review Phase 3, and the modification of plans for 2006-07 (R06/295).

6 WARDEN'S REPORT

The Warden gave an oral report, relating firstly to the financial challenges facing the College and the means of addressing them - as exemplified by a range of items on the present agenda - and secondly to key current and expected trends in government funding and monitoring likely to be significant for Goldsmiths, including the following:

- (i) the level of financial support available for publicly-funded teaching, which was likely for the foreseeable future to be set at a level leading to overall financial losses in respect of this activity in most institutions;
- (ii) financial losses in publicly-funded research activity - a situation which was expected to improve with the introduction of Full Economic Costing;
- (iii) further clarification of future Research Assessment Exercise methodology, which for the large majority of Goldsmiths' subjects would be performed by a light-touch peer review informed by, rather than principally driven by, metrics;
- (iv) the risk of a shift in government funding priorities towards the sciences;
- (v) the need to respond to the Government's renewed emphasis on the relationship between skills and employment by engaging more directly with employers (which at Goldsmiths was, for example, expected to be partly addressed via the proposed new Institute for Creative and Cultural Entrepreneurship).

7 REPORT ON ACTION TAKEN BY THE CHAIR

Council noted that since the last meeting Chair's action on behalf of Council had been taken as listed below:

(i) **By Sir William Utting (in the period up to 31 July 2006):**

- (a) To approve the amendment of Ordinance 23 (Creation and Maintenance of Regulations) to bring it into line with current practice, as follows:
23.2 The Regulations shall comprise the [General Regulations](#), [Financial Regulations](#), [Programme Regulations](#), [Regulations for Undergraduate Students](#), [Regulations for Postgraduate Taught Students](#), [Regulations for Postgraduate Research Students](#), [Assessment Regulations](#), and [Regulations for External and Intercollegiate Examiners](#).

- (b) To approve the composition (and partial membership) of the Appointment Committee to appoint the Secretary and Registrar, as follows:

The Chair of Council

A further independent member of Council

The Warden

The Senior Pro-Warden, Professor Simon McVeigh

The Pro-Warden (Academic), Professor Nirmala Rao

An external adviser, Mr AF Woodburn, Secretary, Open University

(The Warden, in consultation with the Chair of Council to arrange for appropriate alternates should any of the proposed members be unavailable.)

- (c) To approve the appointment of Mr Ian Turner, Director of Resources and Planning, as Acting College Secretary from 1 September 2006 until the date of appointment of the new Secretary and Registrar,

the appointment to relate only to the duties of the College Secretary under the College Statutes and other formal procedural documents, and not comprehensively to the line management responsibilities of the former College Secretary.

- (d) To approve arrangements for membership of Committees by the Acting College Secretary, the Director of Resources and Planning, and the Secretary and Registrar for 2006-07 as set out in Appendix A to paper S06.205, noting that the incoming Secretary and Registrar would be invited to propose any amendments to his or her *ex officio* and other memberships of committees, in time for these to take effect on 1 September 2007.
- (e) To appoint Mr Jack Barnes as a member of Audit Committee.
- (f) To approve revised terms of reference for Honorary Degrees and Fellowships Committee, as follows:
After considering any suggestions from members of the College:
 - (i) *to make recommendations to Council that the College should award Honorary Fellowships to particular individuals;*
 - (ii) *to make recommendations to Council that proposals be forwarded to the University of London for the award of Honorary Degrees to particular individuals.*
- (g) To rescind the decision of Council, at its meeting on 23 March 2006 (Minute 4 refers), to establish an Income Generation and Business Development Sub-Committee of Finance and Resources Committee.
- (h) To approve revised generic duties of the Pro-Wardens for publication, as set out in Appendix B to paper S06.205, to rescind the statements of individual duties for the Pro-Wardens approved by Council in July 2003, and to authorise the Warden to approve future updates of the generic statement of duties of the Pro-Wardens, within the overall framework of their role in supporting the Warden; ¹
- (i) To approve Financial Limits for individual officer action outside the scope of the committee system, and for the declaration of College property for inventories, as set out in Appendix C to paper S06.205.
- (j) To amend the section of the Financial Regulations relating to the Senior Management Team to read as follows with effect from 1 August 2006, in order to reflect the new role of the Senior Management Team as approved by Council on 29 June 2006:

5.2 Senior Management Team

The Warden chairs the College's Senior Management Team, comprising the three Pro-Wardens, the College Secretary, the Director of Resources and Planning and the Director of Finance. The Senior Management Team is responsible for advising the Warden on the day-to-day management of the College. It also has delegated authority in making some day-to-day resource allocation decisions, as indicated by its terms of reference.

- (k) To approve special arrangements for Audit Committee under the Categorisation of Business Policy, under which business for Audit Committee would be Uncategorised (ie that the Audit Committee agenda should not be divided into Open, Confidential and Reserved Business in the standard way).
- (ii) By the present Chair of Council (from 1 September 2006)**
- (a) To appoint the Director of Information Technology as Chair of the ICT Strategy Steering Group (a joint body of Academic Board and Council) *ex officio*, and to approve the consequential removal of the ordinary *ex officio* membership of the Director of Information Technology.
 - (b) to amend the composition of the Space Allocation Sub-Committee of Estates Committee, to include the Head of Planning *ex officio*.

¹ The proposed changes to Statutes to define the role of Pro-Wardens, also presented to Council on 14 December 2006, refer.

- (c) to appoint Mr Mark Baillache as a member of Council and Chair of Finance and Resources Committee, both appointments to run until 31 August 2009 (*Curriculum vitae* at Appendix D to paper S06.205).
- (d) to appoint Mr James Grierson as Chair of Estates Committee until 31 August 2009 (biographical information provided for publication at Appendix E to paper S06.205).
- (e) to approve the arrangements for the Review of the Development Office, as set out in Appendix F to paper S06.205.
- (f) to approve the establishment of a Nominations Committee of Council with effect from the academic year 2006-07, with terms of reference and membership as set out in Appendix B to paper paper S06.206.

Resolved:

to approve the appointment of Mr Keith Ajegbo, Mr Kenneth May and Mrs Alyson McGarrigle to membership of the Nominations Committee established by the Chair of Council (see (ii) (f) above).

8 AMENDMENT OF THE COLLEGE STATUTES

Received:

a commentary from the Head of Secretariat on proposed changes to the Statutes (S06.207), together with a table showing the changes in detail (S06.208);

Resolved:

- (i) that Privy Council approval be sought for the amendments to the Charter and Statutes of the College as set out in paper S06.208;**
- (ii) that a further amendment be introduced to Clause 5 of the Charter (concerning the Visitor), to accommodate the new national arrangements for the Independent Adjudicator, should advice from the Privy Council indicate this to be necessary;**
- (iii) that the proposed composition for a joint Honorary Degrees and Fellowships Committee be approved as set out in Appendix C to paper S06.207, subject to the approval of Academic Board in the Spring term;**
- (iv) that, subject to Privy Council approval of the introduction of the proposed new class of *ex officio* membership of Academic Board, the offices of Dean of the Graduate School, Librarian and Director of Information Technology be specified in this class.**

9 COLLEGE COMPLIANCE WITH THE CUC CODE OF PRACTICE ON GOVERNANCE

Received:

a paper from the Head of Secretariat summarising the College's progress to date towards compliance with the Code of Practice, and a proposal for future approach (S06.209).

Resolved:

- (i) that the general approach set out in paper S06.209, involving periodic monitoring of compliance with the Code rather than a specific point of adoption as agreed on 15 December 2005 (Minute 11 refers), be approved;**
- (ii) that a brief summary of the College's stage of compliance with the Code of Practice, approved by the Chair of Council, be published on the Governance webpages and linked to the Publication Scheme during the Spring term 2006;**

- (iii) that for the time being the current pattern of three Council meetings per year be retained as sufficient for the College's needs (item 3 of the analysis in S06.209, and Minute 27 below, refer).

10 GOLDSMITHS STRATEGY

Resolved:

that the draft revised Goldsmiths Strategy, and accompanying draft Key Performance Indicators, be approved (S06.210).

Noted:

that in accordance with Table 3 of the Financial Strategy (S06.196R, Minute 33 below refers), the row of Appendix A entitled "Annual Surplus (Deficit) (£K) should be amended before publication to read as follows:

2006-07	£1,318K (deficit)
2007-08	£1,356K (deficit)
2008-09	£ 363K
2009-10	£1,580K
2010-11	£1,610K

11 DEGREE-AWARDING POWERS

Received:

a paper from the Head of Quality concerning the process of application for degree-awarding powers (S06.223R).

12 FINANCIAL AND AUDIT STATEMENTS IN RESPECT OF THE YEAR 2005-06

Received:

- (i) The Financial Statements (S06.199);
- (ii) a commentary from the Director of Finance on the Financial Statements (S06.200R);
- (iii) the Audit Committee report to Council and the Warden (S06.201R), incorporating the External Auditors' Management Letter and response by the Director of Finance;
- (iv) Minutes of the meeting of Audit Committee held on 5 December 2006 (S06.211).

Noted:

- (i) that this year it had been necessary to hold the Autumn term meeting of Audit Committee after the printing of Council papers, and that in consequence the papers did not reflect the proposed amendments to the Financial Statements, and to the draft Fraud Policy (Minute 13 below refers), as indicated in the Minutes of Audit Committee (5 December 2006).
- (ii) that the Audit Committee report to Council and the Warden (S06.201R) reflected the limited assurance given by the Internal Auditors, but also the Committee's confidence that suitable measures were being taken to remedy the problems identified.

Resolved:

- (i) that the Financial Statements (S06.199) be approved, subject to minor amendments to the Warden's Report and the Corporate Governance Statement in the light of the views of Audit Committee, as set out in paper S06.218;
- (ii) that, on the recommendation of Audit Committee, Knox Cropper be re-appointed as External Auditors for 2006-07, but that in view of their long period of service and the need for rotation in the appointment of Auditors, steps be taken to tender for new External Auditors for 2007-08;

- (iii) that, in the light of the comments in the Internal Auditors' Annual Report for 2005-06 (S06.202), the terms of reference of the Senior Management Team be amended, with effect from 1 September 2007, by the addition of the following clause explicitly relating to value for money, to mirror the existing similar statements in relation to other areas of Corporate Governance:

11 To oversee the College's arrangements for ensuring economy, efficiency and effectiveness, and to make appropriate reports and recommendations to Council.

13 REVISED FINANCIAL AUTHORITY LIMITS

Resolved:

- (i) that the changes to Financial Authority Limits set out in paper S06.184R involving the Senior Management Team (Variations in Approved Budget; Contracts) be approved with immediate effect;
- (ii) that changes to Financial Authority Limits set out in paper S06.184R involving the future Secretary and Registrar be approved with effect from the date of appointment of the individual concerned.

14 FRAUD POLICY

Resolved:

that the draft Fraud Policy (S06.198) be approved by Council to replace the current Policy dated 8 December 1998, subject to amendments (as discussed by Audit Committee) to be approved by the Chair of Audit Committee.

15 REVISIONS TO THE TREASURY MANAGEMENT POLICY

Received:

a paper from the Director of Finance reporting on the College's recent investment performance, and proposing revisions to the Treasury Management Policy, including the addition of MPC Treasury Services Ltd to the approved list of accepting houses (S06.185).

Resolved:

that proposed revisions to the scheme of delegation for the Treasury Policy be approved as set out in paper S06.185.

16 STUDENTS' UNION FINANCIAL STATEMENTS

Received:

the Students' Union final Financial Statements for 2005-06 (S06.186R).

17 INSURANCE ARRANGEMENTS

Resolved:

that proposed arrangements for insurance be approved as set out in paper S06.187.

18 TRANSPARENT APPROACH TO COSTING (TRAC)

Resolved:

- (i) that the Transparent Approach to Costing (TRAC) return for the year 2005/2006, as set out in the document entitled 'Transparency Review Reporting' (Annex A to paper S06.192), be approved;
- (ii) that the Chair of Council be given delegated authority to submit the return to HEFCE, subject to satisfactory outcome of the forthcoming Audit by the Internal Auditor.

19 TUITION FEES

Received:

proposals concerning a new approach to the setting of Tuition Fees for 2007-08 and 2008-09 (S06.183).

Resolved:

- (i) that a general increase of 3% for 2007-08, and a further increase of 3% for 2008-09, be applied to international student fees at undergraduate and postgraduate level, and to home and EU fees at postgraduate level;**
- (ii) that the number of international student fee bands (undergraduate and postgraduate) be reduced from 9 to 5 as set out in paper S06.183;**
- (iii) that the Director of Finance, in consultation with the Head of Student Recruitment and Admissions, be given delegated authority to allocate individual programmes to bands (for all categories of programme to which banding applies), in the light of the views of academic departments on market demand;**
- (iv) that the Department for Education and Skills maximum fee be charged in respect of Home and EU undergraduates until further notice;**
- (v) that the approval of fees for Further Education (FE) and Non-Credit-Bearing (NCB) programmes, modular higher education programmes in the Department of Professional and Community Education (PACE), and fees for visiting students (including the arrangements for applying institutional block discounts) be delegated to the Senior Management Team (SMT) and that a consequential amendment be inserted into the terms of reference of SMT;**

Noted:

that a firm list of 2007-08 fees would be made available in due course to Finance and Resources Committee and Academic Board.

20 RECRUITMENT AND ADMISSIONS

Received:

a report on Recruitment and Admissions for the 2006 intake (R06/288R).

21 REVIEW OF THE DEVELOPMENT OFFICE

Received:

the report of the Review of the Development Office (S06.212).

Resolved:

- (i) to approve the recommendations, contained in the report, that the Development Office should be made a permanent part of the College, and that the post of Development Director be permanently established;**
- (ii) to ask the Senior Management Team to report to a future meeting on their intentions regarding the future implementation of the other recommendations contained in the report.**

22 DISABILITY EQUALITY SCHEME

Resolved:

to approve a draft Disability Equality Policy and associated Action Plan (R06/296R).

23 REVIEW OF CHILDCARE

Received:

the report of the Childcare Review (S06.188).

Resolved:

- (i) that the College should continue to offer in-house nursery provision, but do so by placing business efficacy at the centre of all decision making processes and retain a nursery on the premises on a cost neutral business model;**
- (ii) that a new purpose-built single-storey 45 place nursery be built in time for completion by the beginning of the academic year 2007-08, funded by outright purchase;**
- (iii) that fee levels for staff nursery users be levied according to salary bands, and that SMT be given delegated authority to approve the detailed arrangements in consultation with the Head of Student Support Services.**

Noted:

that Finance and Resources Committee had made a number of resolutions at its meeting on 23 November 2006, and that these were set out in the coversheet to paper S06.188.

24 GOLDSMITHS REBRANDING EXERCISE

Received:

a report on the project from the Head of Communications and Publicity (S06.163R).

25 ACADEMIC PROMOTIONS

Received:

a report on academic promotions with effect from 1 September 2006 (S06.213).

26 CENTRE FOR LIFELONG LEARNING AND COMMUNITY ENGAGEMENT

Noted:

that Academic Board (30 November 2006) had resolved to approve the establishment of a Centre for Lifelong Learning and Community Engagement with effect from a date to be agreed in 2006-07, attached to the Department of Professional and Community Education.

27 ANNUAL REPORTS OF COMMITTEES

Received:

reports from Committees on activities in 2005-06, as follows:

Equal Opportunities Committee (S06.145);
Research Committee (S06.191);
Research Ethics Committee (R06/293);
Communication and Information Policy Committee (R06/292).

28 MEETINGS OF COUNCIL IN 2007-08

Resolved:

that meetings of Council be held on the following dates in 2007-08:

29 November 2007

13 March 2008

26 June 2008.

Noted:

that an earlier date had been set for the Autumn term meeting than had hitherto been customary, due to changes in HEFCE financial reporting requirements.

29 PRESENTATION CEREMONIES

Noted:

that presentation ceremonies would be held on 4, 5, 6 & 7 September 2007.

30 NEXT MEETING

Noted:

that the next meeting of Council would be held on 22 March 2007 at 10.30am.

CONFIDENTIAL BUSINESS

Exemption claimed under Section 36 (Prejudice to the effective conduct of Public affairs of the Freedom of Information Act (2 years))

31 ANNUAL MONITORING STATEMENT TO HEFCE

Received:

a copy of the Annual Monitoring Statement submitted to the Higher Education Funding Council for England in July 2006 (S06.214).

32 RISK MONITORING

Received:

a monitoring report on entries in the Risk Register (S06.215).

33 OPERATING STATEMENT

Received:

an exception report from the Head of Planning on the achievement of planning targets (S06.216).

34 DRAFT REVISED FINANCIAL STRATEGY

Resolved:

that the proposed revised Financial Strategy, as set out in paper S06.196R, be approved.

35 INTERNAL AUDITOR'S REPORT 2005-06

Received:

the annual report of the Internal Auditor for 2005-06 (S06.202).

36 INTERNAL AUDIT PLAN

Resolved:

that the Internal Audit Plan for 2006-07 be approved (S06.203).

RESERVED BUSINESS

37 APPOINTMENT OF HEADS OF DEPARTMENT

Received:

recommendations concerning the appointment process and appointments to the headships of the departments of Drama, Media and Communications and Computing (S06.217).

Resolved:

- (i) that Professor Mark d'Inverno be appointed Head of the Department of Computing from 1 September 2007 until 31 August 2010;**
- (ii) that the Warden be given delegated authority to recommend, on a regular basis, the re-appointment of existing Heads of Department for one year by Chair's Action on behalf of the Appointment Committee for Heads of Department;**
- (iii) that the following Heads of academic departments be re-appointed for the academic year 2007-08:**
 - Drama: Mr Gerald Lidstone (to 31 August 2008);**
 - Media & Communications: Dr Gareth Stanton (to 31 August 2008).**

Noted:

that it was not yet possible to make a recommendation to Council in respect of the Headships of the Department of History, Music and Sociology.