

**GOLDSMITHS**  
**University of London**

**COUNCIL**  
**26 June 2008**

- Present:** Mr Christopher Jonas (in the Chair), Sir Keith Ajegbo, Mr Mark Baillache, Mr Jack Barnes, Dr Virginia Brooke, Dr Philip Broadhead, Professor Geoffrey Crossick, Ms Althea Efunshile, Lady Goodhart, Mr Kenneth May, Mrs Alyson McGarrigle, Professor Simon McVeigh, Mr Dick Melly, Baroness Morris, Mr Pádraig O'Connor, Professor Carrie Paechter, Professor Nirmala Rao, Dr Gareth Stanton, Ms Colleen Toomey.
- Apologies:** Dr David Barrett, Ms Hannah Bullivant, Dr Richard Grayson, Lord Harrowby, Ms Samyukta Mukhopadyay.
- In attendance:** Registrar and Secretary (Secretary), Director of Finance, Academic Registrar, Head of Secretariat.
- Observers:** Professor Peter Hodson (QAA), Ms Vicky Annand, Professor Jane Powell, Mr Manoj Kerai (Students' Union Chair) and representatives of Trades Unions.

**OPEN BUSINESS**

**104 MINUTES**

**Resolved:**

**that the Minutes of the meeting held on 13 March 2008 be approved.**

**105 REPORT ON ACTION TAKEN BY THE CHAIR**

Received:

a report on action taken by the Chair since the last meeting of Council (08-285).

Noted:

that since the last meeting the Chair had taken action on behalf of Council by resolving:

- (i) that, with effect from 1 September 2008, the following amendment be made to the General Regulations (new text in bold):

31.1 All correspondence with enquirers and with candidates for admission concerning entry requirements and procedures, interviews and offers of a place or rejections, **and with the Border Immigration Authority**, local education authorities or other sponsors in respect of individual students, shall be conducted through the Academic Registrar.

- (ii) that the Management Framework for compliance with Information Law be amended:
- (a) to delete references to the Students' Union as a part of the College for data protection purposes (and the Chief Executive as having powers and responsibilities analogous to those of a Head of Department), in the light of the implementation of new governance arrangements for the Students' Union, under which the Union would become a separately-registered Data Controller for personal data with effect from 1 July 2008;

- (b) to replace references to "Head of Secretariat" by references to "Freedom of Information Officer" (for consistency with existing references to "Data Protection Officer").
- (iii) that the Conflicts of Interest Policy be amended:
  - (a) in respect of references to Examination Boards, to ensure that the Policy would continue to apply to them appropriately when they ceased to be part of the Committee System following the abolition of College Board from 1 September 2008;
  - (b) to make certain routine updates of terminology.

## **106 WARDEN'S REPORT**

The Warden gave an oral report, including the following matters:

- (i) The College had been successful in recruiting to the posts of Director of Estates and Facilities and Director of Development.
- (ii) Continuing financial pressures were anticipated, due to increasing salaries and pensions costs, withdrawal of government funding for equivalent or lower qualifications (ELQs), which would mean that any funding obtainable via additional student numbers (ASNs) would merely make up shortfalls rather than producing a net increase in income. As a result the 3% surplus which formed part of Goldsmiths' Financial Strategy would take a considerable time to achieve. The Senior Management Team had recognised that more than incremental growth was needed to tackle these financial problems, and accordingly envisaged major income-generating projects including the Institute of Creative and Cultural Entrepreneurship (ICCE) (Minute 108 below refers), a national research centre for film in collaboration with the British Film Institute, and initiatives to improve student recruitment to be carried forward by a new Marketing Department. The proposals for reorganisation of Pro-Warden roles (Minute 125 below refers) were designed to support this agenda.
- (iii) A review was being conducted by Universities UK at the request of the Secretary of State of the impact on higher education of the forecast 16 percent decline in the number of eighteen-year-olds and the growing numbers in the age-group 30-50. This would mean that higher priority needed to be placed on postgraduate and part-time study, and on better positioning the College in relation to work-based and work-related learning.
- (iv) The Department for Innovation, Universities and Skills had invited Goldsmiths to stage an art exhibition of its students' work from BA and postgraduate final year shows during the summer of 2008.

## **107 THE BUSINESS OF GOLDSMITHS**

Received:

a paper from the Pro-Warden (Research and Enterprise) (08-286).

The following were among the issues covered in Council's discussion:

- (i) Increased emphasis on a business-linked agenda would make it more necessary to be prepared to take risks. Excessive risks would however be likely to be reduced by focusing on a limited number of priority areas in which Goldsmiths already had a niche market, but which might not be immediately obvious.
- (ii) The special character of Goldsmiths made it well-placed to build bridges between research and business: this need not necessarily undermine research status.

- (iii) Doubts were expressed about the extent to which students and staff in general would support a stronger business agenda, it being noted that this was difficult to judge at the present early stage in the College's expansion into the area.
- (iv) Staff support would be enhanced if the individuals concerned were confident of deriving appropriate benefits from the exploitation of their own intellectual property. In this regard it was noted that the General Regulation on Intellectual Property had been revised with effect from 1 September 2007. There was scope for further useful work by the Business Development Office and the new Pro-Warden (Research and Development) in facilitating a better level of understanding, amongst staff generally, of what kinds of intellectual property might offer opportunities for successful commercial exploitation.

It was noted that a more detailed discussion of these matters by Council might prove useful at a later stage, once the new Pro-Warden (Research and Enterprise) had had the opportunity to consider the relevant issues in consultation with departments. Meanwhile members of Council were invited to send suggestions on these matters informally.

## **108 INSTITUTE OF CREATIVE AND CULTURAL ENTREPRENEURSHIP (ICCE)**

Received:

a proposal for the establishment of an Institute of Cultural and Creative Entrepreneurship (08-248R).

**Resolved:**

- (i) that an Institute of Creative and Cultural Entrepreneurship (ICCE) be established with effect from 1 August 2008 in accordance with the proposal in paper 08-248R;**
- (ii) that the terms of reference of its Management Committee be as set out in paper 08-24R, but that Academic Board be given delegated authority to vary the list of Departments and Areas directly represented;**
- (iii) that a progress report be submitted to Council in the Autumn term 2008, by which time there would be more information available about business planning and intended Continuing Professional Development (CPD) courses.**

Noted:

that the necessary consequential changes to Ordinances had been presented Council as part of a wider package of amendments to Ordinances at the current meeting (Minute 121 refers).

## **109 DEVELOPMENT OF THE BACKFIELD SITE**

Received:

a proposal for a new building (08-272R).

Noted:

- (i) that the financial plan behind the proposal did not assume any student numbers not yet gained, but that such an increase in numbers would decrease the amount of borrowing which would be necessary;
- (ii) that it would be important to avoid exceeding budget - which would in part be achieved by not changing the design after it had been agreed;

- (iii) that the time planning was ambitious and might need to be revised (as had been noted by Finance and Resources Committee);
- (iv) that it was important that the availability of the new building should not reduce the priority attached to more efficient use of space.

**Resolved:**

- (i) **to approve the Senior Management Team's preferred option to construct a four storey building (approximately 5,950 m<sup>2</sup>) on the Backfield (and refurbish the useable space vacated by the Media and Communications department) at an estimated project cost of £18.5m;**
- (ii) **to approve additional borrowing of £6m to contribute to the cost of the project.**

## **110 SPACE TO SUPPORT DEVELOPMENT ACTIVITY**

**Resolved:**

**to approve in principle the inclusion, within the scope of the master-planning exercise, of a suite of rooms to support development activity, possibly conjoined with a Warden's residence (08-287).**

## **111 RISK REGISTER**

Received:

the updated Risk Register (08-235).

Members of Council commented that they would in future like to see greater prioritisation in the Risk Register, more regular progress reports on important current risks, warnings of possible future risks, and periodic discussions of specific risks. Council also commented that the format and content of the current Risk Register militated against its regular use as a management tool within the College.

## **112 BUDGET PROPOSAL AND FORECASTS**

Received:

a paper from the Director of Finance (08-274R).

Council's discussion included the following points:

- (i) The areas identified for growth in income, and specifically the focus on growth in international student numbers, sat uncomfortably with the Director of Finance's analysis of the risks associated with international student recruitment.
- (ii) The proposed budget provided insufficient detail on the scope of and progress in delivering the savings targets which had previously been agreed by Council.
- (iii) The proposals would have been stronger had there been a greater emphasis on reducing costs and controlling future growth in costs.
- (iv) The proposals had been considered in detail by Finance and Resources Committee and that Committee had, after careful consideration, recommended to Council that the proposals be approved.

**Resolved:**

**to approve the proposed budget, and to receive regular updates on progress.**

**113 STUDENTS' UNION BUDGET**

Received:

the Students' Union draft budget for 2008-09 (08-267).

**114 STUDENTS' UNION ANNUAL REPORT**

Received:

the Students' Union Annual Report on 2008-09 (08-288).

**115 NURSERY FEES**

**Resolved:**

**to approve Nursery fees for 2008-09 as set out in paper 08-268R.**

**116 TRAC RETURN**

Received:

a report on the TRAC process and Goldsmiths' return (08-271).

**117 HEALTH AND SAFETY REPORT**

Received:

a report on Health and Safety initiatives (08-275R).

**118 HIGHER EDUCATION CARBON MANAGEMENT PROGRAMME - STRATEGY AND IMPLEMENTATION PLAN**

Received:

a report and recommendations from the Acting Head of Estates and Facilities (08-270).

Noted:

- (i) that Goldsmiths' Strategy and Implementation Plan for carbon management had been delivered to the Carbon Trust on 29 February 2008;
- (ii) that the timescale for the Carbon Saving Opportunity Projects and Implementation Plan was 2008 to 2010;
- (iii) that Finance and Resources Committee (3 June 2008) of the total estimated capital expenditure of £289,350 (with an estimated payback period of 1.2 years);
- (iv) that this project would be overseen by the Environment and Sustainability Sub-Committee of Estates Committee set up by Council at its last meeting (Minute 96, 13 March 2008 refers).

## **119 FINANCIAL REGULATIONS**

### **Resolved:**

- (i) to note the progress report in Appendix A to paper 08-269R on progress in revisions to documents associated with the Financial Regulations;**
- (ii) to resolve that the Financial Regulations be amended, with effect from 1 August 2008, as set out in Appendix B to paper 08-269R.**

## **120 GENERAL REGULATIONS**

### **Resolved:**

**that with effect from 1 September 2008, a new General Regulation on Student Accommodation, involving the introduction of separate Student Accommodation Regulations under Ordinance 10, be approved as set out in Appendix A to paper 08-250.**

## **121 ORDINANCES**

### **Received:**

proposals for revisions to Ordinances with effect from 1 September 2008 (08-249R).

### **Resolved:**

- (i) that, with effect from 1 September 2008, the Institute of Creative and Cultural Entrepreneurship (ICCE) be added to the list of Areas in Ordinance 1.3 and to the list of Group B departments and areas in Ordinance 2.2.**
- (ii) that, with effect from 1 September 2008, Ordinance 5 (Powers of the Academic Board) be amended as proposed in paper 08-249.**
- (iii) that, with effect from 1 September 2008, the list of Regulations in the Ordinance on the Creation and Maintenance of Regulations be augmented by the addition of "the Student Accommodation Regulations".**

## **122 TERMS OF REFERENCE AND COMPOSITION OF COMMITTEES**

### **Received:**

proposed revisions to the Terms of reference and Compositions of Committees with effect from 1 September 2008, together with a change of title for the Joint Consultative Committee (08-289).

### **Resolved:**

- (i) That the JCC be re-named "Joint Negotiation and Consultation Committee", with effect from 1 September 2008;**
- (ii) that the terms of reference and composition Audit Committee, and the terms of reference of Joint Negotiation and Consultation Committee and Honorary Degrees and Fellowships Committee, be as set out in the Appendices to Paper 08-289, with effect from 1 September 2008;**

- (iii) **that the proposed new arrangements for defining places occupied by Pro-Wardens on committees be as set out at Appendix D, in particular with regard to the composition of Council and Joint Committees.**

## **123 AUDIT COMMITTEE MINUTES**

Received:

the minutes of the meeting of Audit Committee held on 20 May 2008 (08-290).

## **124 WHISTLEBLOWING POLICY**

Received:

a minor proposed amendment to the Whistleblowing Policy in the light of Audit Committee's consideration of the recommendations of the Audit Committee Handbook (08-291).

**Resolved:**

**that the Whistleblowing Policy, as approved on 13 March 2008, be amended, with effect from 1 September 2008, to ensure its full application to employees in other territories, as set out in paper 08-291.**

## **125 PORTFOLIOS OF THE PRO-WARDENS**

Received:

recommendations from the Warden concerning the future duties and titles of the Pro-Wardens (08-292).

**Resolved:**

- (i) **that the title "Pro-Warden (Academic)" be abolished with effect from the resignation of Professor Nirmala Rao on 31 July 2008;**
- (ii) **that a new title of "Pro-Warden (Academic Development)" be established;**
- (iii) **that Professor Simon McVeigh, currently both Pro-Warden (Research and Enterprise) and Senior Pro-Warden for the period to 31 August 2009, be appointed Pro-Warden (Academic Development) for that period, and with effect from 1 August 2008, with no change to his appointment as Senior Pro-Warden;**

Noted:

that applications had been invited for the office of Pro-Warden (Research and Enterprise), the proposed appointment being for consideration under Reserved Business (Minute 130 refers).

## **126 REPORT ON CHANGES TO MEMBERSHIP OF COUNCIL**

Noted:

that the following changes in the membership of Council would affect 2008-09 meetings:

- (i) Sir Keith Ajegbo had resigned from Council with effect from May 2008;
- (ii) Mr Bob Annibale would reach the end of his term of office on 31 August 2008;

- (iii) Professor Nirmala Rao, Pro-Warden (Academic) had resigned from her post at Goldsmiths with effect from 1 August 2008;
- (iii) Professor Alan Downie had been elected as a representative of Academic Board;
- (iv) the new Student Members of Council for 2008-09 would be Mr Manoj Kerai (Students' Union Chair) and Ms Jess Tratt (Students' Union President).

## **CONFIDENTIAL BUSINESS**

*Exemption in Section 41 (Information Provided in Confidence)  
of the Freedom of Information Act*

### **127 UCEA GUIDANCE ON NEGOTIATIONS AND INDUSTRIAL ACTION**

Received:

- (i) a commentary by the Director of Human Resources on the UCEA guidance for consideration (08-293);
- (ii) the UCEA Members' Guide to Negotiations in Higher Education (May 2008) (08-294);
- (iii) UCEA Guidance on Managing Industrial Action and Withholding Pay (May 2008) (08-295);
- (iv) a summary by the Academic Registrar on the guidance issued in February 2008 on mitigating the effects of industrial action on students (08-296).

Noted:

That the documents had been provided to Council for information, in anticipation of a need to take decisions in the autumn term on specific questions relating to the College's participation in national pay negotiations and its stance towards partial performance of duties as a part of industrial action.

**Resolved:**

- (i) **that in principle, Goldsmiths should participate in the national pay negotiations to be conducted by UCEA;**
- (ii) **that in principle, as a general policy in the College's approach to industrial action, pay should be withheld for partial performance of duties;**

*Exemption in Section 40 (Personal Information)  
of the Freedom of Information Act*

### **128 HONORARY DEGREES AND FELLOWSHIPS**

Received:

proposals for Honorary Degrees and Fellowships (08-297).

**Resolved:**

- (i) **that Honorary Fellowships be awarded to the following individuals at ceremonies in September 2008:**

**Ms Paule Constable  
Mr Alex James  
Ms Heather Rabbatts CBE  
Mr John Sullivan OBE  
Ms Sam Taylor-Wood**

- (ii) that a proposal be made to the University of London for the award of honorary degrees to the following:

**Professor Peter Kivy  
Professor Jean La Fontaine  
Professor Ezio Manzini**

**129 MEMBERSHIP OF COUNCIL**

**Resolved:**

**that the Ms Mary Stacey be appointed a member of Council for three years from 1 September 2008 (08-299).**

**RESERVED BUSINESS**

**130 APPOINTMENT OF THE PRO-WARDEN (RESEARCH AND ENTERPRISE)**

**Resolved:**

**that Professor Jane Powell be appointed Pro-Warden (Research and Enterprise) for the period 1 August 2008 to 31 August 2012 (08-298).**

RMH  
July 2008