

**Minutes of an Open meeting of Council held on Wednesday 4
October 2023 from 3.00pm to 6.00pm via Microsoft teams**

Members

Dinah Caine	Chair
Aaron Porter	Council Member (Deputy Chair)
Irene Adeyinka	Council Member
Dr Ronke Akerele	Council Member
Monika Barnes	Council Member
Stella Beaumont	Council Member
Professor Susan Dilly	Council Member
Andrew Laurence	Council Member
Dr Clare McConnell	Council Member <i>(from paragraph 1 to paragraph 17.8)</i>
Fiona McLaren	Council Member
Pam Raynor	Council Member
Professor Frances Corner	Warden <i>ex officio</i>
Professor David Oswell	Pro Warden <i>ex officio</i>
Professor Ernest Caldwell	Pro Warden <i>ex officio</i>
Victoria Chwa	President of the Students' Union <i>ex officio</i>
Dr Michael Guggenheim	Elected Council Member
Professor Richard Noble	Elected Council Member
Dr Jamie Ward	Elected Council Member
Elsabet Genti	Student Assembly
Dr Kiran Grewal	Elected Council Member
Kelly Mills	Elected Council Member

In Attendance

Matt Brooks	Secretary to Council and Director of Governance and Legal Services
Dr Matthew Carlile	Head of School – Professional Studies, Science and Technology
Imran Chughtai	Chief Financial Officer
Jilly Court	Chief Operating Officer
Professor Matthew Cragoe	Interim Head of School – Professional Studies, Science and Technology
Professor Adam Dinham	Head of School - Culture and Society <i>(from paragraph 1 to paragraph 17.7)</i>
Dr Stephen Graham	Head of School – Arts and Humanities <i>(from paragraph 1 to paragraph 17.8)</i>
Clive Hayter	Director of Strategic Projects and Planning

Dr Stephen Lake	Director of Communications, Marketing and Recruitment
Mark Hughes	Director of Estates and Facilities
David Minahan	Chief Information Officer (<i>paragraph 1 to 17.5</i>)
Professor Paul Rowlett	Interim Pro-Warden Academic
Vivienne Hurley	Director of Research Innovation and Knowledge Exchange
Edward Venning	Six Ravens Consulting

Secretariat:

Sarah Martyn	Interim Head of Secretariat
Emma Joyanson-Hicks	Interim Governance Officer
Grant Hamilton-Smith	Interim Governance Officer

Apologies:

Ben Morton-Wright
Philip Stoltzfus
Simon Hutchinson
Susan Edwards

Open Session

1.0 Council Terms of Reference (Paper A)

1.1. Council noted the roles and responsibilities as laid out.

2.0 Standing Orders (Paper B)

2.1. Council noted the Standing Orders.

3.0 Declarations of Interest and Conflict of Interest Policy (Paper C)

3.1. Council noted the Conflict of Interest Policy.

4.0 Council and Council Committee Code of Conduct (Paper D)

4.1. Council noted the Council and Council Committee Code of Conduct.

5.0 Schedule of Business 2023/2024 (Paper E)

5.1. Council noted the Schedule of Business for 2023/2024.

6.0 Identification of Items for discussion

6.1. No items had been identified as requiring discussion.

7.0 Chairs Actions

7.1. There were no Chairs Actions reported.

8.0 Open minutes of the meeting held on 19 July 2023 (Paper F)

8.1. Council approved the open minutes of the meeting held on 19 July 2023 as a correct record, subject to the following:

- correction of the spelling to Clare McConnell's name;

- Elspet Genti and Kelly Mills had not been in attendance;
- to include in the last sentence of paragraph 5.3 raising issues around education as well as the 15-month timescale.

9.0 Matters Arising

9.1. There were no matters arising.

10.0 Action Tracker (Paper G)

10.1. Council noted the action tracker.

11.0 Wardens Report (Paper H)

11.1. Council proffered congratulations to computing regarding the OfS condition B1, B2 and B4 investigation. Council also welcomed the end of strike action and the agreement with the unions.

11.2. Council noted the Warden's report.

Risk Management

12.0 Risk Register (Paper I)

12.1. Council was asked to email comments to the Secretary to Council on the new look of the risk register and the key risks.

Controls and Assurance

Academic Controls and Assurance

13.0 OfS Reportable Events

13.1. There had been no reportable events.

14.0 NSS 2023 Results

14.1. Council noted the full analysis and heat maps which showed how the College had performed in relation to thematic areas in relation to TEF. Congratulations were given to those areas that had achieved outstanding results at the College. Challenges included organisation, management and academic support and would need to be key areas of focus going forward. The Education Action Group had already looked at immediate initiatives and longer-term interventions for the new planning cycle. Despite these areas of challenge, all NSS results had shown improvements from 2022. It was suggested that the Warden should write to those heads of departments that had achieved outstanding NSS results commending them for their work.

Action: the Warden to write to those heads of departments that had achieved excellent NSS results commending them for their work.

14.2. Council considered the NSS 2023 results and requested that the activity of the Education Action Group should be relayed to Council through the Academic Board and other committee reports to show improvements in the quality of services provided, particularly where there were stark challenges.

15.0 OfS Investigation into Computing Courses

- 15.1. Council noted that computing was the second broad area that OfS were looking at in detail. Goldsmiths had since received a clean bill of health and final report was awaited to confirm the quality of the courses run.
- 15.2. Council noted that the full investigation report will be considered by the Quality and Standards Committee on 30 October 2023 and then the Academic Board on 8 November 2023 prior to being made available to Council.

16.0 Overall and Subject-Specific Performance against OfS Condition B3 thresholds (Paper K)

- 16.1. Council noted the paper.

Strategy

17.0 Strategy Bundle (Paper L)

- 17.1. Council noted that feedback over the summer had been taken into consideration and Council members were encouraged to provide feedback on the bundle outside the meeting. The strategic plan would be important to grow and provide a direction of travel alongside the necessary cuts for survival. Council members were particularly encouraged to look at the balanced scorecard which would set out how the strategy was monitored, whether the targets were right and how all the different elements of the strategy were kept on track.

Enabling Plans

International

- 17.2. Council noted that the plan would bring coherence in terms of how international students were treated and the role of Goldsmiths on the international scene. Linkages had been considered and how they could be used to support each other and bringing together dispersed parts of the process thus providing a clear focus. To bring much needed focus on delivery, the new Pro-Warden would chair an implementation group to ensure these strands of work were tightly woven together.
- 17.3. Congratulations were provided on the plan, and Council provided the following observations: parallels should be drawn between domestic and international student recruitment as well as looking at the whole journey from school to employer, international employers needed to be included, a comprehensive approach to market research was required and there needed to be one individual point of responsibility.

Digital

- 17.4. This plan looked to take the college on a five-year journey of digital modernisation around fixing and building core processes and platforms in terms of the infrastructure. The College was behind where it aspired to be,

and lack of investment in digital over recent times had impacted the organisation's ability to operate in the modern world.

- 17.5. Council made the following observations, briefings and communications to smaller groups would be welcomed particularly given misunderstandings around infrastructure. Prioritisation for projects was even more important given the previous conversations around finances and whether sufficient weight had been given to decision making around rolling out programmes and the subsequent impact on business areas.

5:54pm – David Minahan left the meeting.

People

- 17.6. Council noted that the plan contained a number of key points including trust and dialogue, physical place, voice and decision making, union relationships, implied employee value proposition, terms and conditions, and the way in which staff were engaged in the purpose of the organisation as well as feeling that the organisation was capable and agile. The recommended KPI was a standard for the sector was where staff were proud to work at Goldsmiths. The final point was that there was strong headway being made in the department with very little resource. Staff numbers in the department were considerably below other universities and this would need to be rectified to deliver the plan in a timely fashion.

- 17.7. Council made the following observation around acknowledging the change management piece, being more creative with recruitment, the leadership within the organisation in terms of contribution, performance and accountability and concerns about the overdependency on the offering, but equally it was about self-agency to progress careers and contributions.

5:59pm – Adam Dinham left the meeting.

Estates

- 17.8. Council noted that the process has been valuable although the metrics had been difficult to attain, which impacted on league tables, the ability to prioritise work and in the basic understanding of the estate. There were challenges around a number of small inefficient buildings, and space metrics showed there was a relatively low square metre per student compared to other institutions in London, and there would be a need to look at overall space in moving forward. Current priorities included the student experience, maintenance, emissions, and informal spaces which was currently only 12% of the total space, as well as stewarding the historic estate in the right way to meet future needs.

6:00pm – Stephen Graham and Clare McConnell left the meeting.

- 17.9. Council members noted that the budget around the strategy and enabling plans would be built onto the current budget and consideration would be given to how investment would be put into these areas. The priority was to run

through the enabling plans with colleagues and translate the financial requirements and rank them to the College priorities.

Performance and KPIs

17.10. Council was asked to send in comments on the Performance and KPI paper.

Draft Strategic Plan

17.11. Council was asked to send in comments on the Draft Strategic Plan.

Governance Timetable

17.12. Council noted the Governance Timetable.

Communications and Launch

17.13. Council noted that there would no longer be a formal launch given the current landscape. Clear messaging about the growth trajectory would be put in place.

17.14. Council was reminded that any comments on the strategy bundle should be sent into the College.

18.0 Council Strategy Review Group Terms of Reference

18.1. Council noted the establishment of a new Strategic Review Group and draft terms of reference.

Governance

19.0 Governor Responsibilities

19.1. Council would be sent a recording which they would need to watch before the next Council meeting.

20.0 Committee Terms of Reference, Composition and Membership

20.1. Council resolved:

- i) that the Terms of Reference, Compositions and Membership of Council Committee for the year 2023-2024 were approved as recommended by the Nominations and Governance Committee;
- ii) that those named in the paper were appointed to the respective Council committees as highlighted in the paper as recommended by the Nominations and Governance Committee; and
- iii) to note the number of vacancies.

21.0 Date of the next meeting

21.1. The date of the next meeting was noted as Wednesday 25 October 2023 and would take place on the campus.

22.0 Any Other business

22.1. There being no any other business, the meeting was closed at 6.10pm.

