

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

**22 November 2018**

**OPEN MINUTES OF MEETING NO. 114 HELD**  
**ON 20 SEPTEMBER 2018**

**Present:** Ms Dinah Caine (Chair), Mr Ian Borman, Mr Ben Fowler, Professor Elisabeth Hill, Professor Mark d’Inverno, Professor Roger Kibble, Mr Patrick Loughrey, Ms Lynn Percy, Mr Aaron Porter, Dr John Price, Sir David Reddaway, Ms Pam Raynor, Ms Carol Rue, Ms Vanessa Sharp and Mr Joseph Tema.

**Apologies:** Mr Nick Barron, Ms Althea Efunshile, Mr Conrad Heynes, Professor David Oswell, Ms Sue Reece, Mr Tom Wilson and Ms Theo Zemek.

**In attendance:** Mr Matthew Brooks, Ms Jad Dagwell-Douglas, Ms Giorgia Cowan, Mr Graham Pett, Ms Melanie Rimmer, Ms Helen Watson (Secretary) and Mr Ben Wilson.

**PRE SESSIONAL DISCUSSION: “RESPONSIBILITIES OF UNIVERSITY GOVERNORS”.**

**Secretary’s note:** *a presentation was received and discussion was had on the statutory, regulatory and fiduciary duties of university governors and charity trustees, led by Mr Aaron Porter and Mr Matthew Brooks.*

**PRE SESSIONAL DISCUSSION: “ISSUES IN THE HE POLICY LANDSCAPE 2018/19”.**

**Secretary’s note:** *the Registrar and Secretary identified the issues informing the current HE policy environment, including the ongoing Government review of post-18 education, the OfS, the ONS’s treatment of student loan debt, the increasing metrification of HE, industrial action, subject-level TEF.*

**1. WELCOME AND APOLOGIES FOR ABSENCE**

**Noted:**

The Chair

- i) on behalf of the College and Council, the Warden welcomed Ms Dinah Caine to Goldsmiths and expressed the institution’s collective admiration for her as she commences her chairpersonship of the governing body;
- ii) on the occasion of her first meeting as a member and Chair of Council, Ms Dinah Caine gave a short address. She considers it a privilege to take on the role of Chair and observed that Council is fortunate to have members of great quality and who demonstrate such commitment. Whilst recognising that there are challenges to be met and issues to be resolved, the Chair considers that there is cause to be proud of

so much at Goldsmiths and it is imperative to champion everything that the institution does.

*Secretary's note: the above is a brief summary of the Chair's address rather than a verbatim record.*

#### New members

- iii) on the occasion of their first meeting as members of Council, the Chair welcomed Mr Ben Fowler, Professor Roger Kibble, Mr Aaron Porter, Dr John Price and Ms Pam Raynor.

#### Apologies

- iv) Mr Nick Barron, Ms Althea Efunshile, Mr Conrad Heynes, Professor David Oswell, Ms Sue Reece, Mr Tom Wilson and Ms Theo Zemek had all conveyed their apologies for being unable to attend the meeting.

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

#### **Noted:**

no requests to discuss items on the Agenda other than those starred were received.

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

#### **Noted:**

no action has been taken by the Chair since the last meeting.

## **4. MINUTES**

#### **Resolved:**

to approve the Minutes of the Council meeting held on 28 June 2018 (Paper A).

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

- i) an application for entry onto the Register has been made to the Office for Students. The outcome of that application is expected to be announced by 28 September 2018. Members will be informed of the outcome as soon as it is available.

## **6. RESPONSIBILITIES OF UNIVERSITY GOVERNORS**

#### **Received and noted:**

- i) a presentation on the statutory, regulatory and fiduciary duties of university governors and charity trustees; and
- ii) the following documents:
  - a. Declaration of Interests and Conflicts of Interest Policy:

<http://www.gold.ac.uk/financial-regulations/conflictsofinterest/>

- b. Committee of University Chairs (CUC) Higher Education Code of Governance:

<https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Code-of-Governance-Updated-2018.pdf>

c. Office for Students:

Public Interest Governance Principles:

<https://www.officeforstudents.org.uk/advice-and-guidance/regulation/public-interest-governance-principles/>

Conditions of Registration:

<https://www.officeforstudents.org.uk/advice-and-guidance/regulation/conditions-of-registration/initial-and-general-ongoing-conditions-of-registration/>

d. Goldsmiths duty to deliver public benefit, as published by the Charity Commission:

<https://www.gov.uk/guidance/public-benefit-rules-for-charities>

- iii) interests declared by members in advance of the meeting had been recorded on the Register of Interests; and
- iv) no conflicts of interests were declared at the meeting.

## 7. STANDING ORDERS

### Received and noted:

the Standing Orders in force for all College committees.

## 8. WARDEN'S REPORT

### Received:

a report from the Warden (Paper C: 18-45).

### Noted:

#### Welcomes and farewells

- i) the Warden considers that the College is extremely fortunate to have someone of the Chair's calibre leading the governing the board and he is grateful for the counsel she has given him over the summer. He and the wider Senior Management Team look forward to working with the Chair, and the whole of Council, as challenges and opportunities are addressed;
- ii) the Academic Registrar and Director of Student Experience, Mr Kieron Broadhead, has been appointed as the Executive Director of Student Experience at the University of Southampton. The Director of Estates and Facilities, Ms Catriona Boulton, will retire at the end of November. Both have served Goldsmiths with distinction and have made enormous contribution to the College. Council expresses its gratitude to them and wishes them all the best with their future endeavours and adventures.

#### Migration Advisory Committee

- iii) the Committee has reported on how international students should be treated when calculating net migration figures. The hope for a recommendation that students not be included in the net migration figures was not realised. Although it will be seen what impact this will have on the delayed White Paper on immigration, the Committee's position is disappointing and is not conducive to creating a welcome environment for international students. This is particularly concerning for Goldsmiths in the context of its ambitions to grow further the international student population.

#### OfS consultation of Access and Participation Plans

- iv) the OfS aims to move towards a more strategic five-year planning cycle, focusing on the institutions failing to make real progress. Data submissions will replace the laborious annual round of narrative planning and evaluations. There will be less focus on how much money is being spent on outreach and progression activity, and more focus on comparable data on the different such activity is making;
- v) we do not have any major concerns with this direction of travel and, broadly speaking, we do not envisage the proposed regime – assuming it is not altered by vested interests through the consultation process – will make life any more difficult for us. What it will do, rightly, is continue to focus our attention on making progress in this area;
- vi) the College will submit a response to the consultation exercise.

#### Student Recruitment

- vii) the 2018 recruitment drive has been undertaken within a challenging demographic environment and against fierce competition from London universities;
- viii) there has been a 3% national decline in placed UK domiciled students at undergraduate level. Clearing was also smaller, with numbers placed through this route down 2%. At Goldsmiths, we saw an increase in applications of 5%, but saw our number of placed students drop. Despite a strong performance in clearing, we remain 330 students below target for UK/EU students;
- ix) internationally, our performance is strong, and we are very close to meeting our non-EU undergraduate target, and outperforming 2017 by some margin;
- x) at the postgraduate taught level, it is a mixed picture. Domestically we have struggled to make headway and are anticipating being 100 adrift of the target for the year. Internationally, we have made great progress and are anticipating being at least 40 over target for the year;
- xi) lessons will be learnt from this recruitment cycle and working with Admissions Tutors and the Student Recruitment team to improve performance in this challenging environment for 2019 and beyond.

#### REF 2021

- xii) REF preparations are now well underway. Departments are in the process of reviewing REF-eligible outputs with the help of external reviewers. Unconscious Bias training has been set up and will contribute to the quality of the internal assessment process. The outcome of this work is due to be reported to the REF Strategy Group in early February and, combined with the earlier review of draft impact case studies, it will inform our understanding of progress and where there are areas that are going to need particular support. Allied to this, a key piece of work over the next months will be the development of our Code of Practice for the Selection of Outputs, which will be considered by Academic Board in due course;
- xiii) an institutional response is being prepared to a Research England consultation on the mechanics of how the exercise will work; this will be shared with relevant committees. An ongoing concern is the need to ensure the exercise is shaped to

more effectively measure the value of practice research, which of course forms a substantial proportion of Goldsmiths' outputs.

#### Pensions

- ix) the report of the Joint Expert Panel has been published. It is hoped that all parties will see its recommendations as a constructive way to proceed. A consultation exercise will now be undertaken with stakeholders. We are minded to indicate that Goldsmiths would be prepared to accept greater risk in the scheme, in order to try and preserve as many of the current benefits as possible.

#### Trans Rights and Su Society Comments

- x) as reported in various newspapers last week, there was an exchange on social media last Monday where a student society used language that was clearly inappropriate. I would like Council to note that the Students' Union swiftly suspended the Society pending an investigation. We support that decision, and we will work with the Students' Union to ensure continued support and representation for LGBTQ+ students.
- xi) we can feel proud of the diverse and inclusive community that is fostered here and the fact so many colleagues and students feel deeply about trans rights. However, the College has a statutory duty to protect freedom of expression and academic freedom. This means that all must accept the right of members of the community to express views in a form and manner that is lawful but that which do not accord with their own.

### **9. ART GALLERY**

*Secretary's note: Professor Richard Noble attended for this item.*

#### **Received:**

the vision for integrating the GCCA into the academic life of the College, from the Head of the Department of Art.

#### **Noted:**

- i) the Gallery is now open. The building has exceeded expectations and promises to become a major London landmark as well as a source of admiration from other universities. The Gallery itself and its inaugural exhibition has received wide and positive coverage within the media. It is anticipated that the Gallery will inform the world's view of Goldsmiths, have a positive impression on alumni and prospective students. The Gallery has already received over 1000 visitors;
- ii) almost £4 million has been raised and other potential major gifts are in the pipeline. Funders and prospective funders are extremely positive about the Gallery;
- iii) Council heard about a number of initiatives being pursued to ensure the effective integration of the Gallery into the academic life of the College. It is considered that an innovative and substantial education programme is being developed that will enrich the experience of Goldsmiths students as well as pupils of local schools;
- iv) members emphasised the importance of the Gallery being viewed as an asset to the community as well as Goldsmiths. It is imperative that all opportunities are taken to reach out to neighbours and local organisations;
- v) the collective admiration of members was expressed for the work done by so many to make the Gallery such a success.

### **10. COLLEGE CLEANING PROVISION**

#### **Received:**

a report from the Director of Finance in relation to future arrangements for the College's cleaning provision (Paper D: 18-46).

**Noted:**

- i) the College's cleaning provision is currently outsourced under a contract that is scheduled to end on 31 October 2018. Given the imminent expiration of the contract, concerns about the quality of cleaning provision, a wish from the community to see an improvement in the terms and conditions of cleaners and the desire to secure value for money for the College, a review of cleaning provision has been undertaken. The review has been underpinned by a market testing exercise;
- ii) Council is of the view that it is right and appropriate to internally provide cleaning services. Whilst there will be impatience for an early transition to the new arrangements, given the significant logistical as well as legal exercise that needs to be undertaken, steady and careful management will be required; and
- iii) concern was expressed by some about elements of the campaign that has been conducted to achieve this outcome.

**Resolved:**

- i) that cleaning provision shall be insourced;
- ii) that the terms and conditions for cleaners are to be harmonised;
- iii) that there shall be an increase of cleaning provision to the midpoint between current and Gold Standard hours; and
- iv) to approve the transitional arrangements, including a one-off transition budget, as proposed within Paper D.

## 11 INSTITUTIONAL STRATEGY

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

**Received:**

a report on performance against the Institutional Strategy (Paper E: 18-47).

**Noted:**

- i) a framework for the monitoring of performance against the Strategy has been developed. It is envisaged that the Senior Management Team will receive report once per term about the work being done in pursuit of each Strategic Theme. Work will be monitored by Council's committee. Council will receive a report on two of the Strategic Themes at each of its meetings;
- ii) in addition to the information underpinning the Key Performance Indicators, Council will be provided with much quantitative and qualitative data to facilitate its assessment of performance;
- iii) members are keen that data is disaggregated by department as much as possible so that a granular understanding of the College can be achieved;
- iv) Council's monitoring of the Strategy will be assisted by papers clearly identifying which Strategic Objectives, KPIs and Strategic Risks and being addressed by their contents;
- v) further work will be undertaken to promote the Strategy through the entire community so that all at Goldsmiths are harmonised in the pursuit of the Objectives.

**Resolved:**

that future Agendas are to be structured in such a way as to explicitly

triangulate the link between the Strategy, Key Performance Indicators and Strategic Risk.

## **12. STRATEGIC RISK REGISTER**

### **Received and noted:**

the Strategic Risk Register (Paper F: 18-48).

### **Resolved:**

that certain sections of the Register will be completed as required.

## **13. SEXUAL HARASSMENT, VIOLENCE AND MISCONDUCT**

### **Received:**

an oral update from the Deputy Warden on work undertaken in relation to sexual harassment, violence and misconduct.

### **Noted:**

- i) work is now being undertaken in accordance with the 3 year delivery plan, presented to Council in April 2018;
- ii) data on reports made of incidences of sexual violence is being generated and will next be provided to Council in November 2018;
- iii) staff training has been taking place over the past few months. The College has been working with the Students' Union to provide bystander training to students.

## **14. STUDENT SURVEYS 2018 OUTCOMES**

### **Received:**

the outcome of the NSS and DLHE for 2018 (Paper AP1:18-15R) from the Deputy Warden and the Registrar and Secretary.

### **Noted:**

- i) the 2018 NSS was boycotted by the Students' Union and was carried out during a period of highly disruptive industrial action. These circumstances may have had an impact on the outcomes. Nonetheless, the underlying position shows a broader decline over a number of years. This is disappointing and gives rise to a number of risks;
- ii) improvements in the outcomes of future surveys is anticipated as a result of better data being provided to academic departments which allows for a fully analysis of results and the reorganisation of the Student Experience Directorate. Academic departments are ultimately best positioned to deliver significant change;
- iii) Council welcomes the steps taken to reverse the trend in survey outcomes and supports Management in its endeavours to enhance the student experience. However, it expects the issues raised by the surveys to be addressed. Members expressed the view that poorly performing departments must be called to account. Measures that might be adopted are thinking about how best to communicate with students around the surveys and the themes that they raise, a programme of familiarising students with surveys, capturing information about experience earlier in a student's life cycle and undertaking departmental strategic reviews.

**Resolved:**

that Council is to receive a presentation of the recommendations made by departmental student representatives and the action that have been taken against the same.

**15. UNIVERSITY OF LONDON BILL – AMENDMENTS TO THE CHARTER AND STATUTES**

**Received:**

proposed amendments to the College's Charter and Statutes, pursuant to the University of London Bill (Paper G: 17-515).

**Resolved:**

to approve the amendments to the College's Charter and Statutes, pursuant to the University of London Bill as proposed within Paper G.

**16. REGULATIONS**

**Resolved:**

to approve the General Regulations with effect from 1 September 2018 (<http://www.gold.ac.uk/governance/generalregulations/>). (Paper H: 17- 546R)

**17. NOMINATIONS COMMITTEE EXTENDED RESPONSIBILITIES**

**Resolved:**

to approve the extended remit of the Nominations Committee to incorporate broader governance matters, on the recommendation of the Committee (Paper I: 18-7R).

**18. ANNUAL ACCOUNTS**

**Received and noted:**

a briefing on the requirements for the 2017-18 financial statements, due to be submitted to the OfS by 3 December 2018 (Paper J :18-49).

**19. ANNUAL REPORTS FROM COMMITTEES OF COUNCIL**

**Received and noted:**

annual reports from select Committees of Council: (Paper K)

- a. Health and Safety (18-50)
- b. External Relations (18-51)

**20. MINUTES OF COMMITTEES OF COUNCIL (OPEN)**

**Received and noted:**

the open minutes of the following committees of Council (Paper L):

- a. Nominations Committee: Meeting No.14 on 12 September 2017 (18-52)
- b. Nominations Committee: Meeting No.15 on 4 September 2018 (provisional) (18-53)



## **21. ANNUAL SCHEDULES OF BUSINESS**

### **Received and noted:**

the draft schedules of business for Council, Academic Board, and Committees of Council (Paper M):

- a. Council (18-54)
- b. Academic Board (18-28)
- c. Audit and Risk Committee (18-55)
- d. Finance and Resources Committee (18-56)
- e. Health and Safety Committee (18-57)
- f. External Relations Committee (18-58)
- g. Estates and Infrastructure (18-59)

## **22. FORTHCOMING MEETINGS**

### **Noted:**

the following dates of forthcoming meetings in 2018-19:

3pm on 22 November 2018 in PSH 326

3pm on 11 April 2019 in PSH 326

3pm on 27 June 2019 in PSH 326.

## **23. ANY OTHER BUSINESS (OPEN)**

### **Noted:**

none.