

**Minutes of the Open Council meeting held on Wednesday 26 June  
2024 from 3:00pm to 6:00pm in the Council Chamber, Hallam  
Conference Centre, 44 Hallam Street, London W1W**

**MEMBERS:**

Dinah Caine	Independent Council Member (Chair of Council)
Irene Adeyinka	Independent Council Member (via Microsoft Teams)
Dr Ronke Akerele	Independent Council Member
Aaron Porter	Independent Council Member (Deputy Chair)
Monika Barnes	Independent Council Member
Andrew Laurence	Independent Council Member
Dr Clare McConnell	Independent Council Member ( <i>for item 28</i> )
Fiona McLaren	Independent Council Member
Ben Morton-Wright	Independent Council Member
Pam Raynor	Independent Council Member
Professor Kiran Grewal	Elected Council Member (via Microsoft Teams)
Professor Michael Guggenheim	Elected Council Member
Kelly Mills	Elected Council Member (via Microsoft Teams)
Victoria Chwa	Ex-officio Council Member
Professor Frances Corner	Ex-officio Council Member
Professor Ernest Caldwell	Ex-officio Council Member (via Microsoft Teams)

**ATTENDEES:**

Matt Brooks	Secretary to Council / Director of Governance and Legal Services / Registrar and Secretary
Imran Chughtai	Chief Financial Officer / Interim Chief Operating Officer
Stephen Lake	Director of Communications, Marketing and Recruitment
Gary Sprules	Director of Strategic Planning and Projects

**In Attendance:**

Sarah Martyn	Head of Secretariat
Nellie Raymond-Willis	Executive Assistant to the Chair of Council
Tom Sleigh	Chair of Council Designate (via Microsoft Teams)
Tom Morgan	Deputy Director of Communications, Marketing and Recruitment (via Microsoft Teams)
Shane Johns	Governance Officer (via Microsoft Teams)
Gavin Barber	Director of Student and Academic Services (via Microsoft Teams)
Leah Gilbert	Assistant Director (Business Partner and Reward) (via Microsoft Teams) ( <i>for item 28</i> )
Edward Venning	Six Ravens Consulting (via Microsoft Teams) ( <i>for item 19</i> )
Gammorah Britton-Gibson	President of the Students' Union Designate

**Apologies:**

Professor Susan Dilly	Independent Council Member
Philip Stoltzfus	Independent Council Member
Professor Richard Noble	Elected Council Member
Professor David Oswell	Ex-officio Council Member

Simon Hutchinson

The Goldsmiths Company

**Open Session****14.0 Identification of items for discussion**

14.1. There were no further items identified for discussion.

**15.0 Chair's Actions**

15.1. Council noted the following Chair's action had taken place on 24 June 2024:

**16.0 Open Minutes of the meeting held on 20 March 2024 (Paper P)**

16.1. Council approved the Open Minutes of the meeting held on 20 March 2024 as a correct record.

**17.0 Matters Arising**

17.1. There were no matters arising.

**18.0 Open Action Tracker (Paper Q)**

18.1. Council noted that CNCL143-5.4 remained in progress, whilst the other two actions had been completed.

18.2. Council noted the Action Tracker

*5:45pm – Edward Venning joined the meeting.*

**Strategy****19.0 Strategy Review Group Impact Report (Paper R)**

19.1. Council noted that the Strategy Review Group would be undertaking detailed work around the drafting of the strategy and how it would be rolled out in the early part of the new academic year. Over the last few months, a clearer interface with the delivery of the Transformation Programme had been produced which had aided the strategy objectives.

19.2. A soft launch was planned in September 2024 and in January 2025 there would be some key events based on the pillars and aspects of student experience. This would be followed by a number of similar events during the remainder of the year picking up on the creative innovation of the organisation. In addition to this, work was on-going in pulling together the monitoring and evaluation and the Strategy Review Group would be looking at introducing deep dives on aspects of how the strategy would be implemented and evaluated.

19.3. Concern was raised that the strategy as it stood was very generic with little credibility, particularly when the previously discussed communication issues were considered. Other Council members rebutted this noting there were many strands reflected in the Goldsmiths' strategy that referenced its creativity, radical and social justice approach which could be used to re-energise its community over the coming academic year and deliver the next phase of the institution. It was noted that the energy behind some of the work taking place such as the recent Equity Awards and the work with the Migrant Futures Institute was incredible and what made the financial strength of the organisation so much

more important. There was also a need to ensure that the College was strong in terms of buildings, infrastructure and the community. Going forward the staff survey would link the strategy with humanity and the socialisation of the document would be important.

## **20.0 Goldsmiths 2033 (Paper S)**

20.1. Council noted:

- the launch timeline for the strategy, including three stages up to 2025; and
- the strategic narrative and message house, as updated for the Transformation Programme.

*5:56pm – Edward Venning left the meeting.*

## **Academic Controls and Assurance**

### **21.0 Access and Participation Plan 2025/2026 (Paper T)**

21.1. Council noted that the Access and Participation Plan 2025/2026 was an OfS requirement; the final plan would be brought back to Council for approval in September 2025. Both Academic Board and the Senior Management Team had agreed its direction of travel in being more focused and targeted in order to meet specific requirements around risk and equality of opportunity as well as being able to monitor its effectiveness.

21.2. Council noted the Access and Participation Plan 2025/2026 paper.

## **Controls and Assurance**

### **22.0 Annual Gender and Ethnicity Pay Gap Report (Paper U)**

22.1. Council noted the Annual Gender and Ethnicity Pay Gap Report.

*6:02pm – Leah Gilbert joined the meeting/ Kiran Grewal, Kelly Mills and Clare McConnell left the meeting.*

### **23.0 Staff Survey (Paper V)**

23.1. Council welcomed the first Staff Survey report, which had been considered by both the Senior Management Team and the People, Organisational Development and Equalities Committee; in terms of engagement, it had been below the sector average and had a low response rate (33%). Key points around qualitative data showed that staff enjoyed working with colleagues, there was self-strong emphasis on teamwork and focus on people whilst staff felt there was a need for change in respect of the Senior Management Team. Concern was reflected that the results could get sidelined by the current status of the Transformation Programme and questions were raised around whether there was sufficient resource to ensure this was communicated appropriately and that the activity in making improvement following the staff survey took place. Council noted assurance that this work would form part of the communication plan and in the autumn term, work would take place with individual departments and managers in producing actions plans.

23.2. In response to a question as to whether Council would see the text from the free text fields, it was noted that because of the low response rate, some of the information could be identifiable, which could erode trust further if this were shared; but the action planning with managers and staff would look at specific

issues that had been raised would be considered. It was noted that the word storm used in the document showed the key words used by staff in responses.

23.3. A question was raised as to whether the comments would be mined and whether specific recommendations would be produced, based on those comments, to demonstrate that the College had listened

23.4. Council noted the Staff Survey paper.

#### **24.0 Academic Board Report on Quality and Standards 2023/24 (Paper W)**

24.1. Council noted that the Academic Board had quality and standards at the heart of its purpose and provided reassurances that it was discharging those duties effectively. Conversations would be taking place in how this could be strengthened over the coming year, including the use key performance indicators and academic quality could be proactively supported; this included the employability framework, and other such work that formed part of the academic offer for students. Academic Board had also been a key contributor to the transformation programme.

24.2. The Student Union expressed support for the commitment to a proactive approach in raising academic quality and standards, particularly in terms of bolstering student services through the transformation programme workstreams to improve the student experience. Improvements in this area needed to be a priority particularly in relation to the justification of tuition fee rises.

24.3. Council welcomed the report and the sense of how departments were engaging with the four metrics around student satisfaction, continuation, completion and employability. Council looked forward to receiving more data in future years and seeing how these linked into the strategic KPIs.

24.4. Council noted the Academic Board Report on Quality and Standards 2023/24.

dc- well made point timely reinder of this iseu – more data in it and student satisfaction and employability and depts eng and plans for those and kpsi in with those. Those allows and judge in our role of academic targets. Still a way to go but thank you.

#### **25.0 OfS Reportable Events**

25.1. Council noted the reportable event of the Secretary to Council reporting the imminent obtainment of university title.

#### **Governance**

##### **26.0 Constitutional Documents (Paper X)**

26.1. Council noted the Attorney General had pushed for some additional changes which had been set out. With the imminent change of government it was not clear whether there would be a push on further statutory amendments.

26.2. Council noted that the Amendment and Supplemental Charter had been printed on vellum and sent to the Crown Office for the application of the Great Seal; and

approved the draft Statutes as amended at Annex A as recommended by the Nominations and Governance Committee.

## **27.0 Council Member Appointments (Paper X)**

27.1. Council approved the following on the recommendation of the Nominations and Governance Committee:

- (i) Moorad Choudhry as Council member for a three-year term, starting on 01 September 2024 to 31 August 2027;
- (ii) Moorad Choudhry as the Chair of the Audit and Risk Committee for a three-year term, starting on 01 September 2024 to 31 August 2027;
- (iii) the appointment of Tom Sleight as the Chair of Council from 01 August 2024.

## **28.0 HR Policies (Paper Z)**

28.1. Council noted that the policies presented had been amended in line with legislative changes around family and care rights. The Late Payment Policy was a new policy that had been devised in conjunction with the unions as a result of some of the issues experienced in 2022/23.

28.2. In response to a question regarding changes to the Organisational Change Policy, it was noted that the changes related to pregnant staff who would receive protection from the point they informed their line manager of their pregnancy, and employees returning from maternity or adoption leave.

### **28.3. Flexible Working Policy**

28.3.1. Council approved the Flexible Working Policy.

### **28.4. Leave for Other Reasons Policy**

28.4.1. Council approved the Leave for Other Reasons Policy.

### **28.5. Co-Parent Leave Policy**

28.5.1. Council approved the Co-Parent Leave Policy.

### **28.6. Organisational Change Policy**

28.6.1. Council approved the Organisational Change Policy.

### **28.7. Late Payment Policy**

28.7.1. Council approved the Late Payment Policy.

## **29.0 Any Other Business Stakeholder Issues**

29.1. Council had addressed the issues and feedback received and a response would be provided to the stakeholder group.

**Thanks**

- 29.2. Thanks were given to the President of the Students' Union for her contribution, and in particular for the support provided for the family of the Chinese student which had been hugely appreciated.
- 29.3. Thanks were given to Monika Barnes as she stepped down, and thanked her for her sterling work in some of toughest challenges around grievances, complexities of other confidence issues, and the chairing of the Redundancy Committee. Her invaluable wisdom, contributions and tireless patience around people issues would be missed.
- 29.4. Finally, the Chair of Council was thanked for her guidance, chairing, commitment, tolerance, duty of care, calmness, composure, and good sense over the last eventful six years. The Chair of Council responded thanking the governance team, Council and the senior management team for their support during her tenure.

*6:15pm – the meeting closed.*