

# Council

23 October 2012

## Minutes

Present: Ms J Evans (Chair)  
Mr N Adu  
Mr A Bicknell  
Mr M Draper  
Professor P Hughes  
Dr A Kent  
Professor Peter Kopelman  
Mr C North  
Mr M Owen  
Mr M Stevens  
Mr G Turner  
Professor J Weinberg  
Mrs C Wilson  
Professor Sir Nicholas Wright

In attendance: Mr M Bery, Director of Finance and Resources  
Mrs S Bowen, Academic Registrar and Secretary  
Mrs W Brewer, Joint Director of Human Resources (SGHT & SGUL)  
Professor G Hall, Chair, Safety Management Committee (Minute 1)  
Ms S Trubshaw, Clerk to Council and Head of GLAS  
Ms L Wellburn, Vice President, Students' Union (Minute 6)

Apologies for absence were received from Professor Fiona Ross, Mr Christopher Smallwood and Ms Catherine Swarbrick.

## Health and Safety

### 1. Health and Safety Issues

Received:

- (i) The Annual Report from the Safety Management Committee.

Reported:

That there had been an independent investigation of the serious incident that had occurred earlier in the year, where the safety of a member of contract cleaning staff was compromised. Measures had now been put in place to ensure that the incident would not reoccur. The independent reviewer had offered to facilitate a debriefing session now that the investigation had been completed. The SHE manager had been asked to review any similar equipment to ensure that full safety measures were in place.

**Paper Council/1/A**

- (ii) A report from the Safety Management Committee

Reported:

That there had been incident in the library when a breeze block had fallen onto desks from the adjacent building site. The SHE manager was investigating the incident.

**Agreed:**

That a report on the library incident would be made to a future meeting of Council.

**Paper Council/1/B**

**2. Remarks from the Chair**

Reported:

- (i) That with deep sadness, the Chair reported that Mrs Susan Thomas, Independent Member of Council had died in August. The Chair acknowledged Council's gratitude to Mrs Thomas for her service to SGUL.
- (ii) That thanks were extended to Professor Sir Nicholas Wright for the inspiring talk that he gave at the Research Away Day held on 2 October 2012.
- (iii) That the Chair had attended the excellent Education Day held on 17 October 2012. Dr Elizabeth Miles was thanked for all of the work she had undertaken to make the day a success.
- (iv) That the Chair had undertaken a number of reviews with individual Council members. A number of recommendations had been made following these reviews and were set out in Paper C.

**Agreed:**

That the recommendations noted at i(v) were approved.

**Paper Council/1/C**

**3. Minutes**

Received and approved:

Minutes of the meeting held on 3 July 2012 subject to the insertion of 'than' in Minute 106 (i): The Five Year Forecasts submitted to HEFCE on 20 June 2012 between 'positive' and 'negative'.

**Paper Council/1/D**

**4. Council Membership**

Considered and approved:

- (i) On the recommendation of the Nominations and Honorary Awards Committee the appointment of the following two new members of Council with effect from 1 November 2012 until 31 September 2015:  
  
Ms Gemma Hobcraft  
Professor Barry Gusterson
- (ii) The appointment of Mr Don Kennedy subject to, and to take effect upon, the next casual vacancy which arises amongst the Independent Council Members (so long as two NHS/HE related members remain) and, until such time, to invite Mr Kennedy to attend Council Meetings as an observer.

Reported:

The election of the following member of staff to Council:

Professor Fiona Ross, Dean, FHSCS

That the result of the election of the support staff member which closed on 19 October 2012 was not yet known.

## 5. Matters arising from the Minutes

Reported:

(i) Minute 91 (i): Green League

That Mr Neal Deans, Joint Director of Estates and Facilities, be invited to attend the meeting of Council to be held on 20 November 2012, to discuss plans for improving SGUL's position in the Green League.

(ii) Minute 98: Joint Research and Enterprise Office

That a Director had not been appointed to the Joint Research and Enterprise Office (JREO). An Interim Director had been appointed, whilst consideration was given to recruitment to the substantive post.

(iii) Minute 99: Staff Survey

That the results of the staff survey would feed into the development of the Human Resources strategy. The strategy would be presented to Council at its meeting to be held on 12 March 2013.

(iv) Minute 101: HEFCE Assurance Review

That the Deputy Secretary, University of London, had agreed to undertake a 'light touch' review in March 2013.

## Supporting the Strategic Plan

### 6. National Student Survey (NSS) 2012

Reported:

(i) Dean of Education

That a detailed action plan had been included with the papers which was primarily for the use of Course Directors. Institutionally, a smaller number of key action points had been proposed which were being discussed with the student body to ensure they would help to address student concerns. There had been detailed discussion at the Quality Assurance and Education Committee (QAEC), and the view had been taken that the 2011-2012 session had been challenging in terms of teaching, both as a result of the launch of two international programmes and the re-tendering for programmes in FHSCS (Adult Nursing and Physiotherapy). QAEC had taken the view that the focus for the 2012-2013 session must be on core business, and plans were being put into place to this effect.

(ii) President of the Students' Union

That the key issues were 'Assessment and 'Feedback' and 'Organisation and Management' and it was felt that any actions should be focussed in these areas.

#### **Organisation and Management**

It was noted that late changes to the teaching timetable were poorly communicated, and that staff sometimes cancelled at short notice (or without notice) lectures or other timetabled sessions. This made students feel undervalued, and also wasted time that could be more usefully spent studying. Often the Registry were unaware of the cancellations and were not able to pass on a message to the students. To meet this problem the following actions were suggested:

- (1) A central telephone number within the Registry which lecturers could call if they found they were unable to turn up for a teaching session. A message could then be passed on appropriately.
- (2) Software to allow students to look at their timetables on line, and then any changes could be made electronically.
- (3) Text messaging to inform students of any changes or cancellations, as most students had mobile phones, but less had immediate access to emails.

#### **Assessment and Feedback**

- (1) There should be a 'feedback' timetable, adapted for each course which would detail when feedback would be available following an assessment. The timetable should be available on the internet and in Course Handbooks.
- (2) There should be details of what would be contained in the feedback, in order that both staff and students were clear about what should be included.
- (3) Feedback times should be shorter. Currently feedback was sometimes not received until four months after an assessment and it was strongly agreed that this was too long, and students missed the opportunity to learn and put into practice the feedback they received. It was also suggested that an electronic marking system might speed up the process.

#### **Further comments:**

- (a) The Academic Registrar and Secretary reported that a number of actions were in train to address the proposals put forward by the students.
- (b) Steps were also being taken to improve the attendance of lecturers, and establish a back-up system. Many of the lecturers were also clinicians and on occasion they were not able to leave their clinical duties, particularly in an emergency situation, or if clinics had over run. Members of staff were working hard to resolve the problem.
- (c) It was suggested that if a lecturer did not turn up, an apology and explanation should be provided for the students as quickly as possible.
- (d) More generally it was suggested that the aim should be to achieve 90% satisfaction in the NSS across all programmes by 2015, and this was the target that had been adopted in the Key Performance Indicators (KPIs) (Minute 11 below).
- (e) It was reiterated that there were some longer term actions that had been put into train that would come to fruition soon and improve the student experience, for example the refurbishment of the library would be completed shortly, and that this had been a response to issues raised by the students with regard to the lack of space for studying in the library and access to the internet.
- (f) Late changes to course structures and changes to assessments were also raised as issues for students. It was felt that these types of changes should be introduced in a more considered manner. It was suggested that some of these issues may have arisen as a result of the introduction of the new MBBS curriculum, and it was expected that future changes would be limited.

**Agreed:**

That a report on progress would be made to the meeting of Council on 20 November 2012.

Paper Council/1/E

**7. Students' Union Report**

Reported:

That there were a number of successes to report including the following:

- For the second year in a row the Review had gone up to the Edinburgh Fringe Festival and had had a complete run of sell out shows. The group then showcased their Edinburgh show to a near full Monckton Theatre on Friday 19 October 2012.
- Both the Men's and Women's Rowing teams had won gold medals in the United Hospitals tournament involving the five London Medical schools.
- The BANGHRA team had continued to build on last year's successes in national competitions with a further win this year.
- The Students' Union had welcomed the new cohort of students in style with a very successful Fresher's Fortnight.
- The Students' Union has been involved in celebrating Black History Month this year for the first time. The celebrations included the showing of three films, an Afro-Caribbean feast in the bar and a soul night which saw students performing sweet soul music. All of the events were well attended and enjoyed by all.
- The student support services had received good feedback from students and visitors alike including a recent project in collaboration with the GMC. The Students' Union would now need to work hard to ensure that these services were promoted so that all students were aware of the range of services available to them throughout their time at SGUL.

**8. Student Recruitment 2012**

Reported:

(i) Undergraduate

That for the 2012-2013 session SGUL had recruited at or very near to target for all SGUL programmes or, if the programmes were still open, expected to meet the target. Application numbers for most programmes were higher than 2011 entry. There had been a number of contributory factors that had added to the already complicated nature of student recruitment including:

- Unknown applicant behaviour following the introduction of £9000, fees
- Late confirmation of NHS bursary package
- Late changes to the Student Number Control
- Later applications and decisions from applications
- Managing the strict HEFCE requirement not to go over the MBBS allocation of 264 places
- Late notification of what was included within the MBBS allocation of 264 places
- The need to consider Access Agreement Targets for 2012 whilst maintaining fair and transparent admissions systems.

With regard to the Student Number Control (SNC), projections were that SGUL would not meet its SNC this year. HEFCE had indicated that under-recruitment was likely to result in a reduction in the SNC for future years. If this was the case, it was felt that with additional marketing effort SGUL should be able to replace

the numbers, as had been done this year, with non-SNC students, ie for 2012 entry AAB+ and for 2013 entry ABB+.

(ii) Postgraduate

Postgraduate recruitment had not been as successful as in previous years. Significant additional effort had been put into recruitment which had had some impact. The postgraduate portfolio review would include proposals for changes to the postgraduate suite of programmes.

Paper Council/1/F

9. **Research**

Reported

(i) Research Strategy

That on all metrics of research performance serious consideration would need to be given to the future of research at SGUL, and firm measures would need to be taken to improve research performance. This would involve changes to structures and also changes to performance measures which it was anticipated would help to reignite ambitions and aspirations amongst researchers.

The Dean of Research and Enterprise noted that he was currently in the process of recruiting new researchers but in the run up to REF2014 this was a highly competitive market as HEIs endeavoured to retain their 'stars'. It was hoped that new appointments would bring expertise and ideas, and help to build a new ethos and approach to research.

It was noted that the current Personal Review system did not work effectively for research because performance measures were not stretching. Additionally, it was felt that further consideration should be given to the Research Centres to ensure that they were sufficiently fit for purpose and had appropriate leadership. This would be given further consideration after the Mock REF had been completed.

It was noted that funding was available for some recruitment to support the REF. The cost of recruitment was variable for example a senior researcher would need to be provided with a salary, support staff, equipment and start up funds, whereas an early career researcher would require less funding but would be a higher risk in terms of producing 3 or 4\* research. It was normally expected that institutional funding would be provided for five years, after which the researcher should be able to attract their own funds.

It was felt that SGUL might be spreading itself too thinly in terms of research, particularly if trying to compete against three major centres of bioscience in London (UCL/QMUL, Imperial and King's). It was suggested that SGUL should capitalise on its strengths and co-location with SGHT and concentrate the research effort in these areas.

It was noted that consideration had been given to both the areas and breadth of research within SGUL. It was felt that SGUL had strengths in both Infectious Diseases and Cardiovascular/Stroke, and in conjunction with SGHT could develop centres of excellence in Obstetrics and Gynaecology, and Trauma and Conflict Care.

**Agreed:**

- (i) That Council supported the approach set out by the Dean of Research and Enterprise.
- (ii) That Council would consider further proposals at its meeting on 11 December 2012.

Paper Council/1/G

Considered:

(ii) The Research Misconduct Policy

Reported:

That the Policy had been considered and recommended for approval to Council at the meeting of SPARC/Senate held on 16 July 2012. The Policy had also been approved by SGHT.

Further Reported:

That the policy had originally been revised in accordance with guidance issued by UKRIO in 2008. Further guidance had been published by RCUK in the summer, and the policy had been rewritten in the light of the guidance. The policy covered staff, both SGUL and SGHT, and students.

It was suggested that the following additional provisions should be considered for inclusion:

- (i) The ability to seize the computer(s) of any staff involved in cases of severe research misconduct.
- (ii) To inform and withdraw from the literature any falsified data.

**Agreed:**

That the Research Misconduct Policy was approved subject to the consideration of (i) and (ii) above.

**Paper Council/1/H**

## **Principal's Report**

### **10. Report from the Principal**

Received:

A report from the Principal.

Reported:

That SGUL had been listed in the top 200- 225 of the World University rankings. Of the criteria used, SGUL's citation rating was 89.7 which was on a par with many of the Institutions listed in the top 50. SGUL's International outlook had also achieved a relatively high score in comparison to other universities higher in the table.

**Paper Council/1/I**

## **KPIs, Finance and Governance**

### **11. Key Performance Indicators**

Received and considered:

The Key Performance Indicators.

**Agreed:**

That the KPIs should be linked more clearly to strategic aims.

**Paper Council/1/J**

### **12. Financial Report**

Received:

A report on the outturn for the end of year 2011-2012 and other issues.

Reported:

That it had been proposed that there should be an additional senior post within the Finance team to ensure resilience in this area. This recommendation had been considered by the Remuneration Committee, and it had been agreed that if funding was available this should be the highest Institutional priority, given the current risks to financial sustainability within the HE sector.

Paper Council/1/K

### 13. Revision of the Scheme and Statutes

Reported:

That the Scheme and Statutes Steering Group had given consideration to two key issues. Firstly the appropriate model of governance, and secondly, whether major changes were required for the Statutes. Currently SGUL was a statutory body by reason of its incorporation under the National Health Act of 1946. SGUL was governed by a Scheme which had been made pursuant of the 1946 Act, and by other procedures made under this Scheme. Currently SGUL need only apply to the University of London for approval for any changes to the Scheme and Statutes. Other models of governance included 'Company Limited by Guarantee' and 'Royal Charter'. The Steering Group felt that there were significant advantages to the current arrangements, in that SGUL did not have any reporting requirements which would be required as a 'Company Limited by Guarantee', and that making changes did not involve the Privy Council as would be the case with a Royal Charter. A possible threat was the dissolution of the University of London, but this appeared less likely that it had seemed a few years ago.

The Steering Group then considered whether major amendments were required to the Scheme and Statutes. The Steering Group compared the Scheme and Statutes in the light of examples from other HEIs, and concluded that the current Scheme and Statutes were broadly appropriate both in length and content, with the exception of Statute 26 – Academic Staff (Dismissal and Redundancy) which required more detailed examination. It was proposed that Mills and Reeve be engaged to advise on the revisions to Statute 26 and its associated annexes. The remainder of the Statutes would be revised in line with the Terms of Reference to ensure that they were modern, simple, unambiguous, compliant and workable.

The Joint Director of Human Resources had met with Mills and Reeve, who reported that they had recently undertaken similar work for other HEIs. They proposed that the Statute itself should become an enabling document and that it be supported by a series of policies and procedures, all of which would accord with employment law. There would be appropriate consultation with the Unions which would be undertaken through the newly formed joint consultative committee. It was noted that the BMA would also need to be consulted. Consideration would also need to be given to the timing of the introduction of the new Scheme and Statutes.

The Steering Group had made three recommendations:

- (1) That the current arrangements be retained with regard to the model of governance (subject to a final review of the 1946 NHS Act to the present day).
- (2) That the Scheme and Statutes should remain broadly as they are in length and content, but they should be revised in accordance with the law and current practice within SGUL.
- (3) That Statute 26 – Academic Staff (Dismissal and Redundancy) should be amended and shortened if possible, in accordance with current Employment Law and that much of the content should be moved into appropriate policies and Procedures. Mills and Reeve would be commissioned to under the re-drafting and to make recommendations to the Steering Group.

The recommendations had been agreed by SPARC and would also be considered by Senate, Academic Forum and the HR Committee

**Agreed:**

That the recommendations set out above be approved by Council.

**Paper Council/1/L**

**Partnerships**

**14. South London Academic Health Science Network/Academic Health Science Centre**

Reported:

(i) AHSC

That following investigation with relation to St George's becoming part of Kings' Health Partners (KHP), it had transpired that KHP was not currently a legal entity and thus St George's could not currently become an associate partner of the AHSC. It was proposed that a formal Strategic Alliance would be formed to permit St George's to become a collaborative partner of the AHSC. KHP as an AHSC would be re-accredited in 2014, and this would provide an opportunity for St George's to become a formal member.

(ii) AHSN

An application for an AHSN had been submitted from South London. There would be two rounds of interviews, with the first 'formative' interview taking place in December for all applicants. Feedback would be provided on each application with advice on how to strengthen the application if necessary. The second and definitive interview would take place in February 2013. Sir Alan Langlands, Chief Executive of HEFCE, would be chairing the panel.

Received:

(iii) UUK Summary of Academic Health Science Networks for information.

**Paper Council/1/M**

**15. International Report**

Reported:

(i) 2.4 – Further developments with UNic

It had been agreed that the further proposed expansion of the MBBS programme with UNic was not a current priority, and would be considered again at a future date.

**Paper Council/1/N**

(i) Minutes of the International Committee, the INTO/St George's Joint Venture Board, and the University of Nicosia Steering Group were reported to SPARC on 19 October 2012, were available to Council Members on request.

**16. South West London Academic Health and Social Care System**

Received:

(i) The annual report from the SW London AHSC System.

**Enclosed Separately**

Reported:

(ii) That Mrs Cathy Tyler had been appointed as Director of the SWLAHSC System in succession to Mr Laurence Benson who had been appointed Registrar and Secretary at the University of Roehampton.

# Statutory Duties

## Audit Issues

### 17. Audit Committee

Received:

- (i) A report from the Chair of the Audit Committee following the meeting of the Audit Committee on 25 September 2012.

Paper Council/1/O

Considered:

- (ii) The Gift Acceptance Policy (Council Minute 95: (i) refers).

**Agreed:**

That the Gift Acceptance Policy was approved.

Paper Council/1/P

## Risk Management

### 18. Risk Management and Efficiency

Received:

- (i) The Summary Risk Register
- (ii) The Key Risk Indicator Table and commentary on changes to the risk scores since the meeting of Council on 3 July 2012.

Paper Council/1/Q

## Human Resources

### 19. Human Resources Committee

Reported:

That there had been further ballots by the Trade Unions regarding potential strike action. UCU had voted for action short of a strike; other unions had voted for strike action, but a date had not yet been agreed.

Paper Council/1/R

## Matters for Approval

### 20. Equality and Diversity

Considered:

A proposal from the Equality and Diversity Committee that committees should not normally accept tabled papers because this practice disadvantaged committee members with impaired sight and learning difficulties.

Reported:

That this resolution had been adopted by Senate and its sub-committees at its meeting on 11 June 2012, and by SPARC on 19 October 2012.

**Agreed:**

That the above resolution be adopted by Council.

## 21. Terms of Reference for Committees of Council

Approved:

The Terms of Reference for the following Committees of Council for 2012-2013:

- Audit Committee
- Nominations and Honorary Awards
- Remuneration Committee

Paper Council/1/S

## Matters for Report

### 22. HEFCE Annual Assessment of Institutional Risk

Reported;

That HEFCE had written:

'Based on the accountability returns submitted for 2010-2011, our overall assessment at this time is that St George's Hospital Medical School is not at higher risk. In making this assessment we also conclude that the Institution is meeting the accountability obligations set out in the Financial Memorandum and other HEFCE guidance.

### 23. HEFCE Letters and Consultations and other External Consultations for Information

Received:

A report on HEFCE letters and consultations and other external consultations, with responses to date.

Paper Council/1/T

### 24. Appointments

Reported:

- That Mr Neal Deans had been appointed as the Joint Director of Estates and Facilities for SGUL and SGHT and took up his appointment on 1 September 2012.
- That Ms Kate Shurety had been appointed as Director of External Relations and Communications and will take up her appointment on 5 November 2012.

### 25. Academic Promotions

Reported:

The following conferment of titles:

Applicant	Division	Title	With Effect From
Dr Jodi A Lindsay	Clinical Sciences	Professor of Microbial Pathogenesis	01-Oct-12
Dr Patrick C Stone	Population Health Sciences and Education	Professor of Palliative Medicine	01-Aug-12
Dr Debasish Banerjee	Clinical Sciences	Reader in Renal Medicine	01-Oct-12
Dr Steve Bevan	Clinical Sciences	Reader in Cerebrovascular Genetics	01-Nov-12
Dr Joanne Brown	Population Health Sciences and Education	Reader in Medical Education	01-Aug-12
Mr Eric S Chemla	Clinical Sciences	Reader in Vascular Access Surgery	01-Oct-12
Dr Aris Theodosios Papageorghiou	Clinical Sciences	Reader in Fetal Medicine and Obstetrics	01-Sep-12

## 26. Report from the Remuneration Committee

Received:

A report from the Remuneration Committee meeting held on 3 July 2012.

Paper Council/1/U

## 27. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	12 September 2012	By email from s.trubshaw@sgul.ac.uk
Risk Management Committee	3 October 2012	By email from s.durkin@sgul.ac.uk
Finance Committee	20 September 2012	<b>CONFIDENTIAL</b> <b>Paper Council/1/V</b>
SPARC	20 July 2012 19 October 2012	By email from s.trubshaw@sgul.ac.uk
Senate	N/A	By email from d.baldwinson@sgul.ac.uk
Human Resources Committee	21 September 2012	By email from jmaughan@sgul.ac.uk

## 28. Actions by the Chair

Reported:

That the Chair had approved the award of the title of Emeritus Professor for Professor Sean Hilton with effect from 1 August 2012.

## 29. Disciplinary Procedures

### Fitness to Study and Practise Hearing Committee

Reported

That following a Hearing Committee appointed under the Fitness to Study and Practise Procedure, it had been agreed:

- (i) That the student would receive a formal written warning for misconduct. The formal warning would be retained on the student's record indefinitely. SGUL would pass the records pertaining to the Fitness to Practise investigation to the student's allocated F1 Trust upon graduation from SGUL using the transfer of information form to ensure the student's future educational supervisor was aware of SGUL's concern and could provide appropriate support during the student's Foundation Year. (in accordance with Paragraph 3.4.1 (c)).
- (ii) That subject to the student's consent, they would be referred for an independent assessment by a relevant specialist and required to pursue any personal development and/or therapy recommended by the independent assessor.
- (iii) That the student's conduct and progress would be monitored by the Student Progress Monitoring Committee whilst a registered student.
- (iv) That the Committee agreed to adjourn until such time as the report from the independent psychiatric evaluation becomes available.
- (v) That the specialist medical report would be reviewed by a panel to determine whether SGUL could reasonably make any adjustments specified. The Committee was asked to be mindful of timescales for assessment and treatment (if required). The Committee acknowledged that an assessment may take two to three months and agreed that the student would be permitted to continue studying pending the decision of the Panel.

**30. Termination of Registration due to the Non Payment of Tuition Fees**

Reported:

That the registration of three students had been terminated because of the non payment of fees.

**31. Dates of meetings 2011-2014**

Tuesday 20 November 2012

Tuesday 11 December 2012

Tuesday 12 March 2013

Tuesday 9 July 2013

Tuesday 22 October 2013

Tuesday 26 November 2013

Tuesday 17 December 2013

Tuesday 18 March 2014

Tuesday 8 July 2014

Tuesday 21 October 2014

Tuesday 25 November 2014

Tuesday 16 December 2014

ST/24 October 2012