

Council

Minutes

14 December 2010

Present: Ms J Evans (Chair)
Mr A Bicknell
Professor N Brown
Mr J Cochrane
Mrs N Coker
Mr M Draper
Professor P Hughes
Professor A Johnstone
Dr A Kent
Professor P Kopelman
Mr K Lewis
Mr D Rawaf
Professor Sir Peter Scott
Professor R Smith
Mr M Stevens
Mrs S Thomas
Mr G Turner
Mr L Turner
Professor Sir Nicholas Wright

In attendance: Mr M Bery, Director of Finance and Resources
Mrs S Bowen, Secretary and Academic Registrar
Ms S Trubshaw, Clerk to Council
Mr S Fitch, International Programme Manager (Minute 55)
Professor G Hall, Chair, Safety Management Committee (Minute 50)
Mrs L Kearney, Director of Planning, (Minute 51)

Apologies for absence were received from: Professor Sean Hilton and Ms Isabel Nisbet

42. Remarks from the Chair

(i) Register of Interests

That the individual register of interests had been consolidated into one table for publication. This had been circulated to Council members and any amendments should be submitted to Ms Sheila Durkin as soon as possible.

(ii) HIV/AIDS Day

The Chair has been taken on a tour of the laboratories in Jenner Wing during the recent HIV/AIDS day held. This had been very interesting, particularly the work with tobacco plants as a possible host for a cure for AIDS.

(iii) Extraordinary Meeting of Council

It was confirmed that the extraordinary meeting of Council to be held on 25 January 2011 would commence at 5.00 pm, and not at 1.00 pm as previously indicated.

(iv) **Primary Medical Qualifications**

That SGUL had been awarded its PMQ status by the GMC on 8 December 2010. SGUL would begin awarding its own degrees with effect from 2011- 2012.

(v) **Vice-Chancellor, Kingston University**

The Chair thanked Professor Sir Peter Scott for his long service to SGUL. This was Professor Scott's last meeting prior to his retirement from Kingston University at the end of December 2010. The Chair commended Professor Scott for his wisdom on Council matters, and also his continuing support for the Faculty of Health and Social Care Sciences, the joint venture between the two organisations. The Chair wished Professor Scott both an interesting and challenging post retirement future.

43. Minutes

Received and approved:

Minutes of the Meeting held on 23 November 2010,

- (i) Subject to the addition of Mrs S Thomas to the list of members present.
- (ii) Minute 36: University of Nicosia, the amendment of 'franchise Partnership' to 'franchise arrangement'.

Paper Council/3/A

44. Matters arising from the Minutes

Minute 32 (ii): Risk Management Training

A survey would be carried out to assess the requirement for Risk Management Training. If there was a requirement for training it was likely that this would be provided prior to the meeting of Council to be held on 15 March 2011.

45. Report from the Principal

Reported:

(i) **Vice-Chancellor of Kingston University**

The Principal endorsed the comments made by the Chair, and thanked Professor Scott for his service and contribution to SGUL. It was noted that Professor Julius Weinberg had been appointed as the new Vice-Chancellor of Kingston University and he would take up his post on 1 April 2010.

(ii) **University Funding**

That the proposal to raise student fees to a minimum of £6000 was currently being debated in the House of Lords, following its passage through the House of Commons. The Future Funding and Finance Group had been established to consider future fee levels. HEFCE would receive its grant letter from BIS on or around 23 December 2010. It was likely, because of the differences in the timings of the fiscal year that there might be clawback from the 2010-2011 grant.

The next two years would be the most testing as the cuts to the block grant continued prior to the introduction of increased student fees from September 2012. Therefore, it would be six years before steady state was reached in terms of fees, because of the length of the medical degree (including the intercalated year). There were also unanswered questions with regard to the student loads for Graduate Entry Programme, and continuing discussion around the provision of bursaries for NHS programmes.

Reductions in NHS commissions had also been announced. There would be a reduction of 10% for adult nursing over three years, and a reduction of 27% for other allied health professions also over three years. This would have a significant impact on the Faculty of Health and Social Care Sciences. It was noted that the Strategic Health Authorities (SHAs), who currently undertook commissioning, would be abolished by 2012. There would be a new national commissioning body, with an underpinning intermediate level network which would undertake commissioning at a local level.

(iii) University of Nicosia

The Memorandum of Agreement had been signed and the new Medical School launched on 9 December 2010 in Cyprus. The Minister of Health had attended, and there had been a large number of enquiries regarding admissions following the launch.

46. Council Membership

Reported:

That Dr David Mackintosh, Deputy Vice-Chancellor of Kingston University, would attend Council, until the appointment of a successor to Professor Sir Peter Scott, Vice-Chancellor of Kingston University, who was retiring on 31 December 2010.

47. Conferment of Honorary Titles

Approved:

In accordance with the policies and procedures for the awards of honorary titles, Council approved the following honorary appointments:

Professor Alison Halliday as Visiting Professor in the Division of Clinical Sciences with effect from 1 December for a period of two years.

Professor Graham MacGregor, as Visiting Professor in the Division of Clinical Sciences with effect from 1 December for a period of two years.

48. Conferment of the Title of Emeritus Professor

Reported:

The award of the title Emeritus Professor to:

Professor David Holt
Professor William Large

49. Academic Promotions

Reported:

The following conferment of title:

Name	Division	Title	With effect from
Dr Mike Sharland	Clinical Sciences	Professor of Paediatric Infections Diseases	1 November 2010

Health and Safety

50. Health and Safety Issues

Received:

A report on health and safety issues following the meeting of the Safety Management Committee held on 2 November 2010.

Reported:

It was noted that students often undertook electives in exciting and sometimes dangerous places in the world. All students would be encouraged to take up the option of post-infection packs.

It was noted that the process for the allocation of students to overseas electives was under review together with issues of insurance liability.

It was also reported that there had been an emergency situation at Horton Halls, when power had been lost to one of the five blocks. As a result some students had been rehoused for a number of days. The issue had now been resolved. The Chair thanked the staff who had dealt with the matter including Mark Bery, Director of Finance, Vaughan Williams, Director of Estates, Sara Doherty, Head of Student Services and Luke Turner, Student Union President.

Paper Council/3/B

Performance and Risk Management

51. Key Performance Indicators

Reported:

The new Key Performance Indicators (KPIs) were focussed on high risk areas and covered the aims of the Strategy Plan. The overall aim was to reduce the number of KPIs reported to Council. There would also be a wide range of underpinning Pls. All KPIs would be reviewed by committees prior to Council. Benchmarking data would be sought from other medical schools to allow more timely and specific comparison where appropriate. A timetable for reporting was proposed.

The following comments were noted:

- (i) International Activity - It was proposed that the KPI for international activity should be the return on investment. It was noted that it was likely that any international activity would make a loss in the early years. It was suggested that a financial measure on its own was too limited.
- (ii) Education – It was suggested that career outcomes could be measured.
- (iii) Research - It was suggested that citations for individual articles should be used. It was noted that it was possible to both measure citations, and also the publication in high impact journals as currently proposed.
- (iv) Staff Morale – It was felt that staff satisfaction was a more reliable measure than staff complaints and grievances.
- (v) Student Experience - It was suggested that the staff/student ratio could be measured and also spend per student.
- (vi) Knowledge, expertise and opportunities – It was suggested that press coverage and website usage data might be a more appropriate measure than widening participation data.

It was felt that the KPIs should have individual owners, alongside the various committees which would take an overview.

Agreed:

That a revised set of KPIs would be considered at the meeting of Council to be held on 15 March 2011.

Paper Council/3/C

52. Risk Management

Received:

The draft revised Strategic Risk Register, based on the new Strategic Plan.

Reported:

That the Strategic Risk Register was being reviewed and revised to accord with the Strategic Plan. The format had been agreed at the meeting of the Risk Management and Efficiency Committee (RMEC) held on 9 November 2010. Risk Owners were currently reviewing the risks and updating the Risk Register for review at the RMEC meeting on 24 February 2011.

It was noted that the Faculty of Health and Social Care Sciences was not currently mentioned specifically within the Strategic Risk Register. It would be included under the Risk C2 and also C3 once the register was fully populated. It was noted that SGUL had a range of partnerships with Hospital Trusts and other HEIs, including Kingston University.

Paper Council/3/D

53. Public Interest Disclosure Policy

Considered:

In accordance with the Public Interest Disclosure Policy (Section 8.1) Council was asked to approve the amended Public Interest Disclosure Policy.

Reported:

The Policy has been amended to accord with the Risk Management Policy, Section 2: Roles and Responsibilities, Sub-Section 2.10 which makes reference to the Public Interest Disclosure Policy.

Agreed:

That the amendments to the Public Interest Disclosure Policy (Section 8.1) were approved.

Paper Council/3/E

Strategic Issues

54. Voluntary Severance/Early Retirement Scheme and Salary Savings Scheme

Reported:

That the Voluntary Severance/Early Retirement Scheme and Salary Savings Scheme had closed on 30 November 2010. There had been 22 applications for voluntary severance and 10 applications for various forms of salary savings. Initial consideration of the applications had been undertaken by the Staffing Review Committee on 13 December 2010, and further consideration would be given to the applications on 20 December 2010. The majority of applicants approved under the Voluntary Severance Scheme would leave SGUL by 31 March 2011, although a few staff would remain until July 2011. The estimated savings from the scheme were £1.4 million.

The target for savings overall had been 15% on HEFCE Income of £40 million approx. This equalled £6 million in savings overall. Currently there was a shortfall and it was likely that SGUL would move to a programme of compulsory redundancy to find the remaining required savings. Preliminary consideration had been given to the timings and dependencies that would be involved in a compulsory redundancy programme. If this was felt to be necessary then Council would be asked to establish a Redundancy Committee under Statute 26.

It was possible that Council could be asked to consider the establishment of a Redundancy Committee at its Extraordinary Meeting on 25 January 2011. Currently there was a great deal of uncertainty regarding the financial situation for all HEIs. Additionally an internal portfolio review of undergraduate and postgraduate programmes was being conducted, as well as a series of internal administrative reviews. It was noted that there might be a period of time between establishing the committee in January, and having a clear picture of the Institution's finances, and the necessity for a Redundancy Committee.

It was noted that the new personal review scheme was due for introduction in January 2011 and care would need to be taken not to relate performance management to potential redundancies.

55. Internationalisation Strategy

Reported:

That at its meeting on 5 October 2010, Council received a presentation from an organisation with significant expertise in working, via Joint Venture arrangements with higher education institutions in developing pathways designed to attract international students.

The broad areas of proposed activity were:

- (i) Foundation Programme for 17-18 year olds focussing on the preparation of medical students for university.
- (ii) A composite programme (Biomedical Sciences/MBBS)
- (iii) Graduate Entry Programme

Council asked for further work to be undertaken regarding the financing of this provision, the market for this provision, and the risks associated with the venture.

The project was subsequently put out to tender via the Official Journal of the European Union (OJEU) procurement process in November 2010. Two organisations submitted Pre Qualification Questionnaires (PQQ). One did not meet the scoring criteria, the other from INTO was scored as appropriate to progress to the Invitation to Tender (ITT) phase. If INTO passed the ITT phase of the process and was identified as SGUL's preferred partner, there would then follow a ten day mandatory standstill period, subsequent to the notification.

After the ten-day standstill period, it would be possible to move on to the due diligence process. This would include:

- Legal Agreements
- A robust business plan
- Financial commitment
- Programme development
- Property requirements
- Recruitment, marketing and admissions processes
- Integration into SGUL and agreement of internal capacity requirements

An extra-ordinary meeting of the Finance Committee had been held prior to the Council meeting to consider the current financial proposals and proposed legal structure. Finance Committee had raised a number of issues including:

- (i) That Financial Due Diligence should be completed.
- (ii) That confirmation of INTOs 'Eligible Body' status should be sought.
- (iii) That SGUL should consider providing its own property if possible to avoid entering a complicated rent agreement.
- (iv) That a sensitivity analysis should be carried out, and that the forecasts should be extended to cover eight years.
- (v) That clarity should be sought with regard to the costs provided by INTO.
- (vi) That, in particular, the marketing costs should be given further consideration and should be an area for negotiation.
- (vii) That further work should be carried out on the fee structure.
- (viii) That the progression structure set out by INTO was not correct and would need to be amended.

Additionally it was felt that consideration should be given to the full integration of the INTO student body with SGUL students to enhance the learning experience for both sets of students. Consideration should also be given to ensuring that the student experience for current students was not diminished, either by a reduction in the quality of the education or the range of support.

It was also felt that recruitment should not be largely based on one country or area, and that a diverse range of nationalities should be recruited if possible.

Further work would be undertaken on all the points raised above. A series of meetings had been arranged for January 2011, including Finance Committee, SPARC, Senate and Council on 25 January 2011, when the proposals would be considered again in more detail.

Paper Council/3/F (Bound Separately) & Presentation

56. St George's Healthcare NHS Trust – Active Alliance Programme

Reported:

That building on the current links with St George's Healthcare NHS Trust (SGHT) it had been agreed that a range of work would be undertaken to consider the potential for shared services. Both SGUL and SGHT wished to build on the opportunities afforded as a result of a shared campus and shared values. A programme of activities had been agreed under the following themes:

- Education
- Research and Enterprise
- Clinical Workforce/workforce
- Commercial Activities
- Support Services
- Brand

Within each theme small teams had been established who would:

- (i) Identify the scope of their theme and agree a timetable for discussion and action (based on an overall programme timetable)
- (ii) Share information
- (iii) Identify theme-level and organisational – level actions including consideration of costs, risks and benefits.

Proposals would be presented to the Joint Strategy and Operations Group (SGJSOG). Following agreement and prioritisation, a Project Initiation Document (PID) would be developed with a clear description of the project deliverables, timescales and milestones. It was proposed that a joint meeting of the SGUL Council and Trust Board (or a sub-set of these two Committees) should meet in late Spring to agree the PID, and that regular progress reports would be made to both the SGUL Council and Trust Board.

It was noted that work in some themes was already underway. The proposals for sharing information services was an example of this work and of the significant savings that could be made.

Agreed:

That a report would be made to Council, at its meeting on 15 March 2011.

Paper Council/3/G

57. SWan (Southwest London Academic Network)

Reported:

That a two part discussion/workshop had been held on 22 November 2010. It had been agreed, that although the external environment had altered considerably since the establishment of SWan, there remained a need for collaboration and that SWan should continue. It was felt that SWan needed to deliver tangible examples of its success, and it was felt these were most likely to come in the broad areas of research and taught postgraduate programmes. It was agreed that the three institute structure that had enabled SWan to deliver its initial phase were not necessarily appropriate for the next stage, nor likely to be sustainable. The Board preferred to retain two broad areas of collaboration; Biomedical and Life Science(s) and Social Sciences. Work was already underway to merge two of the three institutes (IPI and ILMH) together under the broad social sciences heading.

Dr David Mackintosh, Chair of SWan, Kingston University, was formulating two proposals namely:

- Modification of the existing Institutes and Infrastructure
- A different way of managing the alliance, enhancing business development role and marketing

The aim was to re-launch SWan in Spring 2011 with commitment from all three partners.

Paper Council/3/H

58. Development and Fundraising for Governors

Received:

A report from Mr Kenton Lewis who attended the CASE seminar on 19 November 2010 on behalf of Council.

Reported:

That the conference had provided a number of key messages for Institutions considering undertaking a fundraising campaign:

1. Identify how high philanthropy was on the Council's formal and informal agenda as a measure of strategic importance.
2. Everything should develop from the Institution's key values (brand)- this must be clear, concise and aspirational.
3. Detailed knowledge of the brand would allow for matching of values to the passions of potential donors.

4. Donors must believe in the brand or they may not choose to give (noting they will have many other possible giving choices in front of them).
5. Donors should have a strong relationship with the Institution's cause, described as "Selling to needs".
6. Alumni are amongst the best ambassadors for brand and values
7. Do not underestimate gifts in kind .
8. High quality data on Alumni was essential, and must be the first step. Not just for maintaining contact but for *maximising networks*.
9. Chris Wiscarson: "Why did I give to KCL? Because they asked me! Don't be ashamed to ask; make the sale, but don't forget to get paid!".
10. Givers would value being asked for their opinion, not just for their money.

It was noted that a fundraising campaign was not currently part of SGUL's strategy. Previously SGUL had investigated fundraising in 1999/2000 and as a result the Alumni Relations Officer post had been established. There had been an active programme of Alumni events initially, but this had been reduced to one-off events in recent years. As part of the programme of Administrative Reviews, the alumni, PR, and marketing functions were being reviewed. It was noted that Development activities as a whole had been less successful in the UK than in the USA. It was suggested that if SGUL decided to reinvigorate the area of fundraising and development that its strategy should be to aim for modest fundraising targets in the first instance. It was also noted that up until the mid 1980s SGUL had only graduated 35 students per annum, and therefore the alumni database was not as large as that of larger multi-faculty institutions.

Paper Council/3/I

59. Information Services

Reported:

The report from Information Services was noted.

Paper Council/3/J

Statutory Duties

Students' Union Issues

60. Students' Union Report

Reported:

- (i) That the SU had organised a peaceful sit-in on the student day of action in response to the publication of the Browne Review.
- (ii) That the SU application for Charity Status had been delayed, but would be taken forward in the New Year.
- (iii) That the SU was preparing a student submission for the QAA Institutional visit. A student survey had been organised to inform the submission. The results of the survey would be reported to Council.
- (iv) The SU was involved with the National Student Survey Working Group, which was following up on the outcomes of the most recent survey.
- (v) The Commercial Manager post had been advertised. There had been a large number of applicants and interviews would be held in January 2011.

Equality and Diversity

61. Equality and Diversity Report

Received:

A report on Equality and Diversity Issues.

Reported:

That the Mills and Reeve Seminar scheduled for 2 December 2010 had been cancelled as a result of the weather and would be rescheduled in the New Year. The draft Promoting Good Campus Relations policy was currently being considered. It was hoped that the policy would be approved early in the New Year.

Paper Council/3/K

Education

62. Education Issues

Received:

A report from the Chair of Senate.

Agreed:

That the report should focus predominantly on quality issues rather than report the routine business of the Senate meeting.

Paper Council/3/L

Human Resources Issues

63. Human Resources Committee

Received:

A report from the Chair of the Human Resources Committee.

Reported:

That the University and Colleges Union (UCU) had invoked the JNCHES dispute resolution procedure on the ground of the employers' refusal to enter into meaningful discussions to reach agreement on redundancy avoidance. A series of ACAS facilitated meetings between the Universities and Colleges Employers Association (UCEA) and UCU had taken place. Other trade unions had either accepted the pay offer of 0.4% (backdated to August) or were considering their position. UCU would be balloting for industrial action at the end of January 2011.

Paper Council/3/M

Estates Issues

64. Estates Committee

Received:

A report from the Chair of the Estates Committee.

Paper Council/3/N

HEFCE and other External Matters

65. 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/3/0

Matters for Report

66. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	20 October 2010 9 November 2010	By email from s.trubshaw@sgul.ac.uk
Risk Management Committee	11 November 2010	By email from s.durkin@sgul.ac.uk
Finance Committee	30 September 2010 16 November 2010	Paper Council/3/P Paper Council/3/Q
SPARC	SPARC – 13 October 2010 SPARC – 17 November 2010	By email from s.trubshaw@sgul.ac.uk
Senate	15 November 2010	By email from d.baldwinson@sgul.ac.uk
Human Resources Committee	23 September 2010 16 November 2010	By email from m.luckiram@sgul.ac.uk

67. Any Other Business

68. Dates of Meetings

All meetings commence at 5.00 pm in Boardrooms 1 & 2

Tuesday 25 January 2011 – Time to be confirmed (Extraordinary Meeting)

Tuesday 15 March 2011

Tuesday 31 May 2011 – Council Away Day (Dorich House)

Tuesday 5 July 2011

Tuesday 4 October 2011

Tuesday 22 November 2011

Tuesday 13 December 2011

ST/5 January 2011