

# Council

## Minutes

**17 December 2013**

Present: Professor M Spyer (Chair)  
Mr M Amer  
Mr M Draper  
Professor A Clark  
Professor B Gusterson  
Ms K Horvers  
Professor P Hughes  
Mr D Kennedy  
Professor A Kent  
Professor P Kopelman  
Mr C North  
Professor F Ross  
Mr M Stevens  
Ms C Swarbrick  
Mr G Turner  
Professor J Weinberg  
Ms L Wellburn

IN attendance: Mr M Bery, Chief Operating Officer  
Mrs S Bowen, Secretary and Academic Registrar  
Mrs W Brewer, Joint Director of Human Resources  
Dr V Monk, Chair, Safety Management Committee (Minute 47)  
Ms S Trubshaw, Clerk to Council  
Mr J Unsworth, Financial and Commercial Director  
Mr T White, Director of Strategic Planning

Apologies for absence were received from Mr Anthony Bicknell, Mr Christopher Smallwood and Professor Sir Nicholas Wright.

## Health and Safety

### 47. Health and Safety Issues

Received:

A report from the Safety Management Committee (SMC) including any issues that had arisen since the meeting of Council held on 22 October 2013.

Reported:

- (i) That the SMC had reviewed its Terms of Reference and Constitution. The President of the Students' Union had been added to the membership.
- (ii) That the identification of additional Liquid Nitrogen Storage Facilities was currently in progress.

Paper Council/3/A

#### 48. Remarks from the Chair

- (1) That the Chair had attended the HEFCE Annual Meeting on 7 November 2013. A number of issues had been discussed including the change in role for HEFCE from funder to regulator, quality monitoring and the stringency of funding for teaching.
- (2) That the Chair had had the pleasure of judging the Thank You Awards and these would be announced shortly.
- (3) That there were seven outstanding responses to the Council Equality and Diversity Questionnaire.
- (4) That an extra meeting of Council would be arranged in February 2014. (NB: The meeting would be held on Tuesday 18 February 2014 at 5.00 pm in Boardrooms H2.5 and H2.6).

#### 49. Minutes

Received and approved:

- (i) Minutes of the meeting held on 26 November 2013.

**Paper Council/3/B**

- (ii) Reserved Minutes of the meeting held on 22 October 2013 (under separate cover).

**Paper Council/3/C**

#### 50. Matters arising from the Minutes

Received for information:

- (i) Minute 41 (ii) (a): Analytical Unit

Papers relating to the Analytical Unit including the Internal Audit Report (2011), an extract from the KPMG Management Letter (2012), and the follow up report on the Analytical Unit circulated to Finance Committee in November 2013.

Reported:

- (1) That the issue of the Analytical Unit had been raised at the previous meeting of Council in the context of the financial results for 2012-2013, when it had been noted that the outstanding debt of £870k had been written off.
- (2) That following the Internal Audit undertaken by Mazars and reported in January 2011, the Analytical Unit was removed from SGUL's books. All members of staff were transferred under TUPE to the Analytical Unit (ASI) which had become a commercial tenant.
- (3) That the only remaining transaction on SGUL's books was receipt of rental income from the Analytical Unit to SGUL. The Analytical Unit was asked to contribute to the reduction of the deficit but at that time said that it had insufficient funds to undertake any repayment.
- (4) That it was noted that the Analytical Unit (now ASI) had assets of £642k, including cash of £364k.
- (5) That it was suggested further negotiations should be undertaken with ASI particularly given its current financial position.

**Agreed:**

That the Chair of Council, and the Principal would arrange to meet with the Directors of ASI, Professor David Holt and Professor Atholl Johnson to discuss the matter further.

**Paper Council/3/D**

(ii) Minute 37 (ii): KHP Memorandum of Understanding

A further copy of the letter regarding SGUL's financial contribution, and the follow up email circulated to Council members after the meeting on 26 November 2013.

Reported:

That the documents were noted.

**Paper Council/3/E**

**51. Report from the Principal**

Received:

A report from the Principal.

Reported:

**Autumn Budget Statement**

That the Government had announced the removal of the cap on student numbers at publicly-funded HEIs in England by 2015-2016. For 2014-2015, the Government would significantly increase the cap for HEFCE-funded institutions by 30,000, allowing those institutions that wanted to begin expanding straight away to do so, thus encouraging competition.

It was noted that BIS would still be required to make savings with as its budget was being top sliced by £157 million in 2014-2015 and £148 million in 2015-2016. In addition, BIS remained in discussion with the Treasury with regard to the savings necessary to balance the budget for 2014-2015. These discussions were on-going but might result in reductions in HEFCE's grant. The grant letter from BIS to HEFCE was expected on 10 January 2014.

**Private Medical Schools**

Two universities in England had announced that they would be establishing private medical school, the University of Buckingham and the University of Central Lancaster. Both schools proposed that they would be open to international students but UK and EU residents would not be excluded. It was not clear how this would be achieved given the strict medical student number controls imposed on HEFCE by the Department of Health.

It was also noted that the General Medical Council was legally required to quality assure undergraduate medical programmes. It was expected that the quality assurance for the new schools would be stringent but both institutions had obtained agreement from established schools (Leicester and Liverpool) to enable registered students to complete their degree should there be any serious objection to the new programmes.

It was noted that both new schools would be dependent on the NHS for placements and some concerns had been expressed about private medical schools utilising publicly subsidised facilities for training their students. There would also be further pressure on the Foundation Year programme, which was already over-subscribed.

**Shape of Training**

The report 'Shape of Training' published at the end of October 2013 had proposed significant changes to postgraduate medical training. The report had recommended that full registration with the GMC should occur at the time of graduation from medical school

rather than after the first year of the Foundation programme (FY1). Currently students are provisionally registered with the GMC following graduation and are required to successfully complete FY1 before they gain full registration.

This proposal was being viewed by Health Education England as an answer to the current over-subscription of graduates for Foundation Programme places as noted above. Any future strategic plan would have to take account of this possible change. However any change to the timing of registration would require repeal of the Medical Act, and implementation of the change would not be immediate.

**Paper Council/3/F**

## **52. Students' Union Report**

Reported:

- (1) That all year representatives had now been elected with only one election outstanding.
- (2) That Professor Nigel Brown, Education Institute Director, and Simon Fitch, International Development Manager, had addressed the Student Senate Meeting.
- (3) That Yan Leung, Vice President, (Education and Welfare), Students' Union (SU), had presented to the SGUL Education Day held on 6 November 2013.
- (4) That the 'Smile in the Dark' Campaign was raising awareness of London.
- (5) That a discussion entitled 'You talking to me' had been led by Gavin Taylor, Student Centre Manager.
- (6) That the Christmas Concert and other student shows had recently taken place raising money for charity.
- (7) That the SU was giving consideration to additional sound proofing for its music room, given its location over the library.
- (8) That Dr Jo Brown, had been appointed as Associate Dean for the Student Experience and it was hoped that the appointment would help with improving student satisfaction.
- (9) That arrangements with Wimbledon Rugby Football Club for the provision of sporting facilities were currently being reviewed by the SU.
- (10) That the SU had launched the 'Be part of something bigger' campaign to try and increase involvement in the Students' Union.

## **Supporting the Strategic Plan**

### **53. Strategic Plan Monitoring (Key Performance Indicators)**

Received and considered:

The Key Performance Indicators.

Reported:

That there had been heightened national interest in performance indicators by two groups, namely the UK Performance Indicator Steering Group who were currently reviewing a small number of performance indicators produced for the sector by HESA; and the Financial Sustainability Strategy Group (FSSG) who were reviewing the assurance requirements for HEIs following the introduction of student fees. This year the Annual Assurance Return (ASSUR) designed by FSSG had been optional but it was likely to become mandatory in 2014. The current reporting of KPIs to Council was similar to the requirements of the ASSUR.

The report to Council for December showed little movement in the KPIs, other than some minor changes in data which were not material. It was suggested that the new Institutes should produce their own KPIs for regular report to Council.

Paper Council/3/G

#### 54. Refreshing the Strategic Plan

Received:

The process and plan for updating the SGUL Strategic Plan.

Reported:

That the two key background elements for the strategic plan refresh were the Strategic Futures project, which was refocusing both research and education activities with the establishment of the new Institutes, and the branding review.

The refresh would be structured in five stages in response to the following five key questions:

- What is the emerging environment for higher education and the health service?
- What is the current position and performance of St George's?
- Where do we aspire to be – how do we seize the opportunities?
- Can we achieve this on the strength of our existing collaborations and partnerships?
- What new relationships do we need to form and how might this approach add value to the enterprise?

A number of workshops would be held during January and February, followed by wider engagement with staff and students in the spring. Additionally discussions would be undertaken with key partners, in particular SGHT, in the new year.

It was proposed that there should be an additional meeting of Council in February 2014, which would focus on strategic development.

**Agreed:**

That an additional meeting of Council would be arranged for February 2014.

Paper Council/3/H

#### 55. Strategic Futures

Reported:

(i) Report from the Strategic Futures Project Steering Board

- (a) That the Strategic Futures Project Steering Board was working hard to ensure that the arrangements required to meet the 1 February 2014 launch date were in place.
- (b) That a number of trade union meetings had been held and careful consideration has been given to the points raised at these meetings.
- (c) That Professor Nigel Brown, Foundation Institute Director for the Education Institute (Institute of Medical and Biomedical Education - IMBE) was making significant progress on the academic structure of IMBE and identifying the number of posts that would be required. It was anticipated the consultation on 6 January 2014.
- (d) That it was noted that in assessing individuals for membership of IMBE quality would be taken into account, although it was noted that it was difficult to measure quality objectively. A number of additional measures would be taken into account including student feedback. It was noted

that an improved student experience was at the heart of the development of the Education Institute.

- (d) That consultation on the draft structures for the administrative/technical support for the Research Institutes and IMBE would also commence in the week beginning 6 January 2014.
- (e) That it had been agreed that a voluntary severance scheme would operate for a period launching on 17 December 2013. Where possible, SGUL was committed to achieving reductions on a voluntary basis and it was believed that the availability of a voluntary severance scheme would assist in this process. The Institution would retain the right to reject voluntary severance requests if they did not meet the business need of the Institution.
- (f) Staff currently placed at risk of redundancy would be afforded the same terms as the voluntary severance scheme, under a settlement agreement.

(ii) Strategic Futures Risk Register

That the Risk Register was noted.

Paper Council/3/I

## Strategic Financial Matters

### 56. Strategic Financial Matters

Received:

The following reports from the Chief Operating Officer and the Finance and Commercial Director.

(i) **INTO SGUL – Financial Forecasts**

Reported:

That a report on the forecasts for the INTO SGUL Joint Venture followed on from the seminar which council members had attended prior to the Council on 26 November 2013.

It was noted that, largely as a result of the complete offering including clinical placements, that applications had increased in comparison to the same time the previous year.

A number of appendices had been provided showing the forecasts for the Joint Venture. It was expected that it would be in surplus by 2017-2018 rising to a substantial surplus by 2019-2020. It was noted that each partner received significant revenues from the Joint Venture so that an overall surplus would be achieved sooner than these dates.

It was noted that considerable effort was being put into nurturing applicants and INTO were providing more resources in the USA, both to encourage applications and to also monitor and maintain the placements in the USA. They were also increasing resources in other areas of the world in order to encourage applications.

**Agreed:**

That numbers should be monitored carefully to ensure that targets were being met and preferably exceeded in terms of recruitment.

Paper Council/3/J

(ii) **Strategic Futures – Financial Report**

Reported:

That a target of £1.5 million cost savings from the restructuring had been agreed by SPARC for 2014-2015. This rose to £2.5 million in order to cover various other costs, including voluntary severance.

It was expected that savings of £2.5 million could be generated in 2014-2015 based on notional assumptions of staff costs), offset by an estimated £400 k cost of new posts. It was possible the forecast surplus for 2013-2014 might fall from £0.5 million to £0.3 million as a result of the introduction of the VS scheme. It was felt that the medium term benefits for 2014-2015 onwards outweighed the adverse impact on 2013-2014, and would significantly contribute towards improving the medium term financial position.

**Paper Council/3/K**

(iii) **Financial Report for the three months ending 31 October 2013.**

Reported:

That there was currently a surplus showing ahead of budget on the year to 31 October 2013. It was expected that there would be a reduction to end close to budget later in the year as additional costs were incurred

**Paper Council/3/L**

## **Partnerships**

**57. SGUL-UNIC**

Received:

A report from the Dean of Education following the recent Review Panel visit to Jackson Park Hospital and Medical Center, Chicago.

Reported:

That the first students had enrolled on the UNic graduate entry MBBS programme in September 2011. The students had completed the first two years of the programme in Cyprus. The third (P) year of the programme was being delivered across a range of clinical sites in Israel, the USA and Nicosia in 2013 -2014. It was expected that most students would remain at the same clinical site for the final (F) year. Four students were enrolled for P year at Jackson Park Hospital and Medical Center, Chicago. The Review Panel visited Jackson Park Hospital in November 2013 to meet with the Chicago based P year students and to discuss plans for the delivery of the remaining P year attachments in 2013-2014.

The Review Panel concluded that the P year attachments and the systematic teaching had been delivered successfully at Jackson Park Hospital and Medical Center.

**Paper Council/3/M**

**58. Anti-Fraud Policy**

Approved:

On the recommendation of the Audit Committee, the Anti-Fraud Policy.

**Paper Council/3/N**

**59. Organisational Development**

Received:

A recent report to SPARC on progress with organisational development initiatives.

## Matters for Report

### Actions by the Chair

#### 60. Student Cases

Reported:

That Mr Graham Turner, acting on behalf of the Chair, had taken action to uphold an appeal made by a student under the Procedure for consideration for a final discretionary attempt at an assessment 2013-2014.

### Other Matters

#### 61. Minutes of Meetings

| Committee                              | Date of Meeting   | Available from:                           |
|--|---|---|
| Audit Committee                        | 12 November 2013  | By email from<br>s.trubshaw@sgul.ac.uk    |
| Risk Management & Efficiency Committee | 23 October 2013   | By email from<br>s.durkin@sgul.ac.uk      |
| Finance Committee                      | 7 November 2013<br><b>Minutes previously circulated</b> | By email from;<br>d.baldwinson@sgul.ac.uk |
| SPARC                                  | 16 October 2013<br>20 November 2013                     | By email from<br>s.trubshaw@sgul.ac.uk    |
| Senate                                 | 11 November 2013  | By email from<br>d.baldwinson@sgul.ac.uk  |
| Human Resources Committee              | TBC   | By email from<br>mbentley@sgul.ac.uk      |

### HEFCE and other External Matters

#### 62. 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/P

#### 63. Any other business

#### 64. Dates of meetings 2012-2014

Tuesday 18 March 2014  
 Friday 11 April 2014 – Away Day – Venue to be confirmed  
 Tuesday 8 July 2014  
 Tuesday 21 October 2014  
 Tuesday 25 November 2014  
 Tuesday 16 December 2014  
 Tuesday 17 March 2015  
 Friday 24 April 2015 – Away Day  
 Tuesday 7 July 2015  
 Tuesday 20 October 2015  
 Tuesday 24 November 2015  
 Tuesday 15 December 2015

ST/5 February 2014