

# Council

22 October 2013

## Minutes

Present: Mr G Turner (Chair)  
Mr M Amer  
Mr A Bicknell  
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  
Professor M Spyer  
Mr M Stevens  
Ms C Swarbrick  
Professor Julius Weinberg  
Ms L Wellburn

In attendance: Mrs S Bowen, Secretary and Academic Registrar  
Mrs W Brewer, Joint Director of Human Resources  
Professor N Brown, Head of Division, Biomedical Sciences  
Professor P Jones, Head of Division of Clinical Sciences  
Dr Vivienne Monk, Chair, Safety Management Committee (Minute 35)  
Ms K Shurety, Director of External Relations and Communications  
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 Mark Bery, Mrs Cathy Wilson and Professor Sir Nicholas Wright

## Health and Safety

### 1. Health and Safety Issues

Received:

A report from the Safety Management Committee, and any issues that have arisen since the meeting of Council held on 9 July 2013.

Reported:

- (a) That Dr Tristan McKay had been appointed as Chair of the Radiation Safety Committee.
- (b) That SGUL had been commended for its staff training records and the BRF laboratories following the inspection by the Health and Safety Inspection (HSE) held on 18 and 19 July 2013.

- (c) That laboratory inspections by the Safety Advisors Committee were under way in Clinical Sciences and Biomedical Sciences. The Space Strategy Committee were considering options for a new liquid nitrogen storage facility.
- (d) That the Joint Environment and Sustainability Committee had met and agreed its Green League targets for 2014 and an action plan was being developed.
- (e) That a survey of vision panels had been completed and a plan had been developed to install or replace vision panels and to ensure that they were not obscured. This survey had been undertaken as part of the compliance with the London Fire Brigade's recommendations following the fire in January 2013.

**Paper Council/1/A**

**2. Remarks from the Acting Chair**

**3. Appointment of the Chair of Council**

Approved:

In accordance with the Scheme, Section VII Chair of Council, and on the recommendation of the Nominations and Honorary Awards Committee, the appointment of Professor Mike Spyer, as Chair of Council from 1 October 2013 until 30 September 2016.

**4. Minutes**

Received and approved:

The minutes of the meeting held on 9 July 2013.

**Paper Council/1/B**

**5. Matters arising from the Minutes**

Minute 85 Effectiveness Review of Council

Received:

A paper on progress in implementing the recommendations for the Effectiveness Review of Council and the Personal Reviews of Council members.

**Paper Council/1/C**

Minute 96: Memorandum of Understanding with King's Health Partners

Reported:

That at the meeting of Council held on 9 July 2013, Council had approved the Memorandum of Understanding with King's Health Partners, subject to agreement of the division of the £250,000 'St George's' contribution between SGHT and SGUL. It had been agreed that SGUL's contribution should be no more than £50,000.

It was noted that no monetary contribution was currently required following the successful bid for a NIHR Collaboration for Leadership in Applied Health Research and Care (CLARHC). CLARHCs were collaborative partnerships between a university and the surrounding NHS organisations, which focused on improving patient outcomes through the conduct and application of applied health research. £124 million had been distributed to the latest 13 successful bids.

## **Reports from the Principal and the Chief Operating Officer**

**6. Report from the Principal**

Received:

A report from the Principal.

**7. Report from the Chief Operating Officer**

Received:

A report from the Chief Operating Officer.

Reported:

**(i) Personal Reviews**

That it was noted that in some areas a large number of personal reviews had been completed, In other areas the exigencies of the Strategic Futures project had take priority over the completion of the personal review programme. It was envisaged that with the improved performance management that the Strategic Futures project would deliver the completion of personal reviews would be much higher in future years.

**(ii) Shared Services**

That until SGHT achieved Foundation Trust status it was not possible to set up a joint vehicle to take forward shared services between the two organisations. This did not preclude other joint arrangements being pursued.

**(iii) Green League**

That it was noted that SGUL had improved its position in the Green League. Further improvement actions were planned for 2014. One of the key factors considered by the Green League was total energy consumption. It was noted that SGUL had no control over energy consumption and improvements in this area were dependent on SGHT.

**(iv) Content of the Chief Operating Officer 's Report**

That the report from the Chief Operating Officer had been welcomed. Further comments on the future content of the report should be sent directly to the COO.

Paper Council/1/E

**Supporting the Strategic Plan**

**8. Strategic Plan Monitoring (Key Performance Indicators)**

Received and considered:

The Key Performance Indicators.

Reported:

That information was provided on the 12 high level key performance indicators and the three secondary indicators. The principal change from the last monitoring report was the change to the status of the MBBS student recruitment indicator which had moved from amber to green following recruitment to target in 2013.

Paper Council/1/F

**9. Strategic Futures**

Considered:

**(i) Report from the Redundancy Committee**

**See Reserved Minutes**

(ii) Report from the Strategic Futures Project Steering Board

Reported:

That Heads of the four Institutes had been appointed as follows:

- Education Institute - Professor Nigel Brown
- Cardiovascular Medicine and Stroke Institute - Professor Juan Carlos Kaski
- Infection and Immunity Institute - Professor Julian Ma & Professor Tom Harrison
- Epidemiology and Population Health Institute - Professor David Strachan

The new Foundation Institute Directors were now playing a key role in determining future staffing structures within the Institutes. The Education Institute had also created a number of Centres, and the Heads of Centres had been appointed.

During the summer a detailed set of criteria had been developed to assess staff contribution. Each post scoring three or less against the criteria had been considered in more detail. 15 posts had been identified as not contributing at the level suited to the future business needs of any of the Institutes. Meetings had been held with the staff whose posts were at risk of redundancy. The assessment process had also been used to inform decisions regarding the allocation of each member of staff to an Institute. Staff were notified which institute they had been allocated to during week commencing 19 August 2013.

Formal consultation with the Trade Unions (TUs) and staff placed at the risk of redundancy had commenced on 19 August 2013. Two further meetings had taken place with the TUs and as a result of these meetings the period of consultation had been extended at the request of the TUs. This had allowed SGUL to extend consideration of posts beyond academic staff and to look at administrative and technical staff structures for the four institutes at the same time as part of a single consultation. A joint statement from the executive team and the TUs had been circulated to staff on 22 October 2013.

Further consideration was also being given to the staffing structure for the Education Institute which would involve further consultation with the Trade Unions. It was noted that the Strategic Futures project had begun as an academically driven exercise, and the introduction of the financial drivers, at the behest of Council and the Finance Committee, had introduced a further challenge. The TUs had requested further information on the current financial challenge, and also on the structure of the Education Institute (See [Minute 11](#) below). Consideration was also being given to workload distribution and all contracts were being reviewed.

It was noted that quality of teaching would be taken into account with regard to the appointment of staff to the Education Institute, although measures of quality could be difficult to define. It was noted that most staff were excellent in their teaching, and that there was only a small number of underperforming staff.

**Agreed;**

That a further report on progress would be made to the meeting of Council to be held on 17 December 2013.

(iii) Strategic Futures Risk Register

Reported:

That the Risk Register was noted. It was suggested that completed risks should be removed from the Register to avoid confusion.

(iv) Timeline and Implementation Plan

Reported:

That timeline and implementation plan were noted.

Paper Council/1/G

Reported:

(v) Redundancy Committee Membership

That Dr Frances Gibson, had been nominated by Senate in accordance with Statute 26, Paragraph 11, as a member of the Redundancy Committee to replace Dr Steve Bevan, who had resigned from SGUL.

## Branding

### 10. Branding Review

Received:

A presentation on the Branding Project.

Reported:

That there had been a previous report to Council on progress with the Branding Review at its meeting on 9 July 2013. Adrian Day Associates had been engaged to help with the branding programme. The project included the development of a brand narrative, key messages and the articulation of a clear brand hierarchy. Further progress had been made in developing the core values for SGUL which included dedication, diversity and distinction, and a range of supporting messages had also been identified. Work had begun on the redevelopment of the website, and consideration was being given to the visual identity, in particular whether the emblem of St George should be retained within the logo.

The following points were noted:

- (i) That it was felt that the emblem was important and that it linked to the heritage of SGUL and its strong history.
- (ii) That further consideration should be given to the work that was being undertaken by SGHT on their brand and core messaging, and it was noted that the Director of External Relations and Communications was working closely with the SGHT.
- (iii) That it was suggested that there might be a 'greater St George's' brand that encapsulated the synergies between the two organisations and covered joint activities.
- (iv) That SGHT was keen to be associated with SGUL, and that it aspired to be one of the best University Hospitals. It was noted that the work on SGHT's branding review would be presented to the Trust Board in November 2014.
- (v) That it was felt that although the local population might not distinguish between the two organisations, that the SGUL brand was well understood within the academic world, and in terms of recruitment both at home and overseas
- (vi) That it was suggested there should be well established separate identities before developing further joint branding in order to prevent confusion to outside bodies and other partners.
- (vii) That it was imperative that SGUL's branding programme should be completed in time for the launch of the new Institutes in February and the subsequent role out of the website in May 2014.

**Agreed:**

- (i) That further consideration would be given to the development of the logo, and the inclusion of an emblem.
- (ii) That the outcome of the SGHT branding review would be considered in the context of the SGUL branding review, if this was completed to the timescales outlined above.
- (iii) That a further report on developments would be made to Council at its meeting on 17 December 2013.

**Presentation  
(No paper K)**

## **The Student Experience**

### **11. Education Institute**

Received:

A report on the development of the Education Institute from the Dean of Education and the Director of the Education Institute.

Reported:

That it was proposed that the Education Institute would be called the Institute of Medical and Biomedical Education. The Institute comprised of three Centres plus the SGUL wide Graduate School. Currently the major task was populating the Institute, which would follow on completion of the project to quantify total educational responsibilities. This consisted of systematically identifying the totality of teaching and education activity that would be required of the Institute, including individual organisational roles, lectures and other activities. The process for selecting academics into the Education Institute was being defined and as noted in Minute 11 above would be the subject of consultation.

**Paper Council/1/I**

### **12. Report from the Students' Union**

Reported:

That the student body had been successful in a range of extra-curricular activities, including dance and music and a number of different sports. A number of events had been held during Freshers Fortnight and it was felt that these had been successful. Year representatives had been elected for the first year students, and a 'Year Reps' induction had been held with the help of Professor Pat Hughes, Dean of Staff and Students. The SU were currently revamping the student newsletter and website. The SU President had recently accompanied the Dean of Education to an event at Cambridge University for clinical transfer students. It was noted that SGUL was the only team at the event with a student representative.

### **13. NSS**

Received and considered;

A report on the NSS.

Reported:

That the National Student Survey (NSS) results for overall experience of medicine at SGUL continued to be low compared to the national subject average. As a result SGUL has been ranked at the bottom of the leagues tables for medicine for the second year running. In contrast the programmes offered through FHSCE in conjunction with Kingston University continued to attract excellent overall experience scores. It was also noted that for the second year running SGUL had been placed within the top 225 universities in the Times Higher Education world rankings.

Significant and targeted efforts had been pursued following the publication of the NSS results for medicine in 2012, and an action plan has been developed in conjunction with the Students' Union.

It was reported that a number of the actions in train from the 2012 action plan should start to impact this year. It was hoped that the re-organisation of course teams within the Institute of Medical and Biomedical Education would have a substantial impact on the students' experience of 'organisation and management' in the future.

It was noted that the focus on medicine had been recommended by the NSS Steering Group because of the disproportionate impact that the continuing poor performance in the MBBS had (because of the relative size of the course) and its separate identification in the League Tables.

The following comments were noted:

- (a) That key issues for students were communication and engagement. Additionally the survey was undertaken in the final year when students were under a great deal of pressure. It was felt that the proposed dry run of the NSS would help to identify any problems that might impact on the survey.
- (b) That communication was the key issue with the student body. Staff should ensure that responses were timely, and that an explanation was provided in cases where it was not possible to make the suggested changes.
- (c) That it was noted that social media also played a part in disseminating dissatisfaction amongst the student body.
- (d) That it was felt the development of the Institute for Medical and Biomedical Education would be fundamental to improving the student experience as it would provide a central point of contact for the students.
- (e) That it was sometimes difficult to influence clinical teachers in Trusts, and SGUL was working closely with SGHT to understand the commitment required from clinicians to ensure that good quality teaching was provided to students on placement throughout the MBBS programme.

Paper Council/1/J

#### **14. Student Recruitment**

Received:

A report on Student Recruitment.

Reported:

That this was the second year of the new fees and funding regime. Despite a complex and volatile undergraduate market, particularly for medicine and with less room for flexibility between courses than most institutions, SGUL had recruited largely to target. Postgraduate recruitment had been more difficult and this was a national challenge as acknowledged by the Government and HEFCE. Postgraduate Recruitment had recovered slightly and a number of methods for improving recruitment in the future were being considered, such as alumni discounts, scholarships and bursaries, recruitment channels and part-time modules etc. The University of Nicosia had recruited well, but INTO SGUL recruitment had been more challenging (see [Minute 19](#) below).

Paper Council/1/K

## Research

### 15. Research Institutes

Received:

A report on the development of the Research Institutes from the Dean of Research and Enterprise.

Reported:

That the Foundation Directors had been appointed to Research Institutes (as set out in Minute 11 above). Sub-structures within the Research Institutes were currently being developed. A Research Away Day would be held in early 2014 to consider the strategies for each Institute. The Foundation Directors would be asked to develop a five year vision for their Institute, which would include the achievement of winning major strategic awards, maximising research funding and overhead return, growth in academic staff numbers, establishing PhD studentship quotas and mentoring and developing staff.

Paper Council/1/L

### 16. Research Excellence Framework

Received:

A report on preparations for the submissions to the Research Excellence Framework 2014.

Reported:

That the REF2014 return would be submitted on 29 November 2013. SGUL was entering staff in two units of assessment, UoA1 – Clinical Medicine and UoA2 – Public Health. Approximately 50% of eligible staff would be returned based on the quality of outputs from eligible staff. There are a number of elements to the REF, including publications, impact case studies, (the number required being dependent on the number of staff being submitted), environment data (ie numbers of doctoral students, research income), and a text description of the environment.

Preparations for the submission of the REF were on track. It was noted that the funding that would emanate from this REF2014 would not come on stream until April/May 2015. Currently the funding formula was unknown.

Paper Council/1/M

## Finance

### 17. Finance Committee Report

Received:

A report from the Chair of the Finance Committee.

Reported:

That the draft financial results were showing a surplus of £206k subject to audit which had recently been completed. This result was comparable with 2011-2012 and in line with the 2012-2013 forecasts.

This included a provision for a long-standing debtor balance of £870k from an academic partner. This balance has been written off.

It was noted that the Finance and Commercial Director had reviewed the accounting treatment of the Halls of Residence and it had been concluded that there should be no change to the basis of valuation because the Halls were primarily used for education purpose and 90% of the income from the Halls was derived from student rents.



The staff costs for the Halls appeared to be disproportionately high, and it was proposed that these should be reviewed in order to understand the costs in more detail. The Finance Committee also felt that more could be done to improve the profitability of the Halls of Residence.

**Agreed:**

- (i) That a more detailed financial summary would be provided to Council at future meetings.
- (ii) That a review of staff costs for the Halls of Residence would be undertaken.

**Paper Council/1/N**

**18. Financial Regulations**

Considered:

On the recommendation of the Finance Committee, Council the Financial Regulations, and the Scheme of Delegation of Financial Authorities.

**Agreed:**

That the Financial Regulations and the Scheme of Delegation of Financial Authorities were approved subject to a regular review of the provisions of both documents.

**Paper Council/1/O**

## Partnerships

**19. International Developments**

Received:

- (i) A report from the outgoing Chair of Council following her visit to the University of Nicosia, Cyprus in September 2013.

**Paper Council/1/P**

- (ii) A report on the INTO partnership.

Reported:

That INTO SGUL programmes were recruiting more slowly than anticipated. A 'summit' meeting had been held on 11 September 2013 to address this issue, and key individuals from both INTO and SGUL had been in attendance. An action plan had been developed, and this has been reviewed by the Finance Committee.

The key points to note were:

- INTO Research had confirmed demand for the product and this was supported by buoyant recruitment to the University of Nicosia SGUL franchised programme.
- The original business plan had not appreciated the full complexity of the requirements needed to deliver the product.
- A full proposition was required and efforts were being focused on negotiating and establishing placements.
- A small number of placements in Chicago had been secured for cohort currently being recruited, and INTO SGUL had joined a bid from UNic to expand placements in Chicago to meet the medium term needs whilst continuing to explore other opportunities.

In addition a detailed risk register was being used to monitor key risks and mitigating actions, and this register was regularly reviewed by the Risk Management and Efficiency Committee. Attention had also been drawn to the Risk Register at the meeting of Audit Committee on 11 October 2013, and in

response the Audit Committee has requested further information on the INTO SGUL initiative. A loss on the project was expected in 2013-2014. A review of targets and the portfolio of courses for 2014 onwards would be undertaken shortly.

The following points were noted:

- (a) That currently there were three bids for clinical placements in train, and SGUL was optimistic that it would be successful in achieving the required placements both for the medium and longer term.
- (b) That INTO SGUL was now working closely with UNic to secure placements.
- (c) That the issue of an exit strategy was raised should the INTO SGUL initiative continue to face difficulties. It was noted that when the placements had been secured this would improve recruitment as evidenced by the improvement in recruitment at UNic, once it had a complete offering in place.
- (d) That both SGUL and INTO were putting all efforts into securing placements and marketing the programme. Applications to date were already 50% greater than in the previous year.

**Agreed:**

That a detailed briefing on the INTO SGUL initiative would be arranged for Council Members.

**Paper Council/1/Q**

- (iii) Minutes of the International Committee were reported to SPARC on 16 October 2013 and are available to Council Members on request.

## **Audit**

### **20. Audit Committee**

Received:

A report from the Chair of the Audit Committee.

**Paper Council/1/R**

### **21. Risk Management and Efficiency Committee**

Received:

- (a) The Summary Risk Register
- (b) The Key Risk Indicator Table and commentary on changes to the risk scores following the meeting of the Risk Management and Efficiency Committee on 18 September 2013.

**Paper Council/1/S**

## **Human Resources**

### **22. Human Resources Report**

Received:

A report from Human Resources (the HR Committee has not yet met in 2013-2014).

Reported:

That the Equal Pay Audit had been completed and would be considered by the Human Resources Committee.

**Agreed:**

A report would be made on Equal Pay and Gender and Ethnicity in relation to a question raised by a member of Council at the meeting to be held on 17 December 2013.

Paper Council/5/T

**23. Report from the Remuneration Committee**

Received:

A report from the Remuneration Committee Meeting held on 9 July 2013.

Paper Council/1/U

## Governance

**24. Revision of the scheme and Statutes**

Considered:

A further amendment to the Scheme and Statutes proposed by the Trade Unions following their meeting on 16 July 2013.

To add under Statute 25, Guiding Principles (B) the following provision:

*(vii) ensure that consultation takes place with recognised trade unions.*

**Agreed:**

That the further amendment set out above be recommended to the University of London for approval.

## Matters for Report

**25. Academic Promotions**

Reported:

The following conferment of title:

Applicant	Division	Title	WEF
Deborah Baines	BMS	Professor of Molecular Physiology	01-Aug-13
Iain Greenwood	BMS	Professor of Vascular Pharmacology	01-Aug-13
Richard Field (hon)	CS	Professor of Orthopaedic Surgery	01-Aug-13
Andrew Kent	PHSE	Professor of Undergraduate Education	01-Aug-13
Ian Loftus (hon)	CS	Professor of Vascular Surgery	01-Sep-13
Michael Ussher	PHSE	Professor of Behavioural Medicine	01-Sep-13
Anthony Albert	BMS	Reader in Cell Physiology	01-Sep-13
Elijah Behr	CS	Reader in Cardiology	01-Aug-13
Stephen Brecker (hon)	CS	Reader in Structural Heart Disease	01-Sep-13
Frances Gibson	BMS	Reader in Biomedical Sciences	01-Aug-13
Nidhi Sofat	BMS	Reader in Rheumatology	01-Sep-13
Nick Watkin (hon)	CS	Reader in Urology	01-Sep-13

Rachel Allen	CS	Senior Lecturer in Immunology of Infection	01-Apr-13
James Erskine	PHSE	Senior Lecturer in Psychology & Behavioural Medicine	01-Apr-13
Linda Perkins-Porras	PHSE	Senior Lecturer in Behavioural Medicine	01-Apr-13
Tanya Shaw	BMS	Senior Lecturer in Biomedical Sciences	01-Apr-13
Matthew Szarko	BMS	Senior Lecturer in Anatomy	01-Apr-13

## Actions by the Chair

### 26. Committee Membership

Reported:

That the Chair, Ms Judith Evans, acting on behalf of the Nominations and Honorary Awards Committee, had taken the following action to appoint members of Council to the following committees:

Mr Don Kennedy	Finance Committee
Mr Chris North	Audit Committee
Ms Catherine Swarbrick	Chair of the Audit Committee

### 27. Award of an Honorary Title

Reported:

That the Chair, Ms Judith Evans, acting on behalf of Council had taken the following action to appoint Professor George Griffin as emeritus professor of Infectious Disease and medicine with effect from 1 October 2013.

## Student Cases

### 28. Fitness to Study and Practise

Received:

A paper detailing student cases considered under the Fitness to Study and Practise Procedure, and student cases considered by Chair's action at the Appeal stage.

Reported:

Under 3.2.4 of the Fitness to Study and Practise Procedure, the findings and decisions of a Hearing Committee shall be reported to Council.

Paper Council/1/V

## Other Matters

### 29. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	11 October 2013	By email from s.trubshaw@sgul.ac.uk
Risk Management Committee	18 September 2013	By email from s.durkin@sgul.ac.uk
Finance Committee	6 October 2013	By email from; d.baldwinson@sgul.ac.uk
SPARC	16 July 2013 20 September 2013 16 October 2013	By email from s.trubshaw@sgul.ac.uk
Senate	10 June 2013	By email from d.baldwinson@sgul.ac.uk
Human Resources Committee	tba	By email from mbentley@sgul.ac.uk

**30. Terms of Reference of Committees of Council**

**Approved:**

The Terms of Reference for the following Committees of Council:

- (i) Audit Committee
- (ii) Nominations and Honorary Awards Committee
- (iii) Remuneration Committee

**Paper Council/1/W**

## **HEFCE and other External Matters**

**31. 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/X**

**32. Any other business**

**33. Dates of meetings 2012-2014**

Tuesday 26 November 2013  
Tuesday 17 December 2013  
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

ST/29 October 2013