

# Council

23 March 2015

## Minutes

Present: Professor M Spyer (Chair)  
Mr A Bicknell  
Professor D Bowman  
Professor N Brown  
Professor A Clark  
Mr M Draper  
Professor M Fisher  
Professor B Gusterson  
Mr D Kennedy  
Professor P Kopelman  
Mr D McKee  
Mr C North  
Mr D Patel  
Mr C Smallwood  
Mr M Stevens  
Professor D Strachan  
Mr G Turner  
Professor J Weinberg

In attendance: Mrs S Bowen, Secretary & Academic Registrar  
Mrs W Brewer, Joint Director of Human Resources  
Mr E Munro, Joint Director of Estates and Facilities  
Ms S Trubshaw, Clerk to Council & Head of GLAS  
Mr J Unsworth, Director of Finance and Corporate Services  
Mr T White, Director of Strategic Planning

Professor J Lindsay (for Minute 59)  
Dr I McPhee (for Minute 66)

Apologies for absence were received from: Mrs S Rimmer, Ms C Swarbrick and Professor Sir Nicholas Wright

### 56. Remarks from the Chair

Professor Spyer welcomed the new members, Professor Brown, Professor Fisher and Mr McKee to their first meeting of Council.

#### Higher Education Code of Governance

Received:

A copy of the Higher Education Code of Governance produced by the Committee of University Chairs (CUC).

Reported:

That an Internal Audit of Governance had commenced on 23 March 2015 and this would include a review of compliance with then new Higher Education Code of Governance.

**Agreed:**

That a report would be made to Council on the outcome of the Internal Audit Review including any recommendations, together with an action plan to address the recommendations.

**Circulated Separately**

**57. Minutes**

Received and approved:

Minutes of the meeting held on 16 December 2014.

**Paper Council/4/A**

**58. Matters arising from the Minutes**

(i) Minute 40 (i): Appointment of the Principal

Received:

A report on progress with the appointment of the Principal.

Reported:

That the short-listing process had not yet been completed. It was expected that the shortlist would be finalised by Easter. It was expected that three to four candidates would be selected for interview. Prior to the interviews, arrangements would be made for the candidates to visit SGUL and to meet with staff, students and Council members.

**Paper Council/4/B**

(ii) Minute 42(i): External Auditors Report (Discretionary Accounts)

Noted:

That a paper on Discretionary Accounts had been presented to the Finance Committee at its meeting on 23 February 2015. A further paper would be presented to the Finance Committee at its meeting on 11 June 2015.

(iii) Minute 44: BRF Commercial Strategy

Noted:

That a paper on the Commercial Strategy for the BRF was expected for the meeting of the Finance Committee to be held on 11 June 2015.

(iv) Minute 46: St George's Joint Implementation Board

Reported;

**Branding**

- (a) That the terms 'health partners' and 'health system' would not be used in the context of the joint brand and logo. A copy of the disclaimer that would accompany the use of 'St George's/....' was tabled at the meeting (attached to the Minutes).

It was suggested that the term 'applied research' should be replaced with 'research' to cover both basic and applied research. It was noted that that the disclaimer would need to be refined to use it as a strapline. It was proposed that the joint logo would be launched on 1 May 2015, and work was being undertaken on a communications plan to accompany the launch.

## **Joint Research and Enterprise Office (JREO)**

- (b) That the invited review of the JREO by Professor Barry Gusterson, Independent Member of Council, had been completed and the subsequent report and recommendations had been adopted by the Strategy, Planning and Resources Committee (SPARC) at its meeting on 18 February 2015. An action plan for the implementation of the recommendations arising from the report had been considered by SPARC at its meeting on 19 March 2015 and subsequent actions would be taken forward by the Executive Team.

The recommendations had also been considered by the Audit Committee and comments were included in the Audit Committee Report included with the Council Papers (**Paper M**).

### **Agreed:**

That a copy of the JREO report would be circulated to Council.

### **Action: Susan Trubshaw**

- (v) Minute 47: Futures Briefing (REF Outcomes)

Reported:

- (a) That the Futures Briefing had been circulated to Council Members on 9 January 2015 by the Clerk to Council.
- (b) That a commentary on the REF outcomes had been circulated to Independent Council members on 19 December 2014 by the Principal.
- (b) That a formal report on the REF outcomes was included with the Council Papers (**Paper H**).

- (vi) Minute 49 (v): International Report

Reported;

That the 2014/2015 financial position of INTO and the first quarter forecast were circulated to Council on 9 January 2015 by the Clerk to Council.

## **59. Health and Safety Issues**

Received:

A report from the Safety Management Committee (SMC), and any issues that have arisen since the meeting of Council held on 16 December 2014.

Reported:

- (i) That the SMC was currently developing a communications strategy on health and safety issues for both staff and students.
- (ii) That St George's University Hospitals NHS Foundation Trust ('the Trust') had banned e-cigarettes on the campus. The SGUL policy would be reviewed and updated to reflect this change.
- (iii) That there had been a power outage in Jenner Wing in November 2014 whereby power had been lost for 20 minutes. This caused significant issues within SGUL. Subsequent tests had shown that there had been problems with the switch back from the stand-by generators. A detailed report of the matter would be considered jointly by the Trust and SGUL.

**Paper Council/4/C**

## 60. Principal's Report

Received:

A report from the Principal.

Reported:

- (1) That the Trust was congratulated on their achievement of Foundation Trust status.
- (2) That a stakeholder exercise had been announced by Health Education England (HEE) to consider moving the full registration of medical graduates with the GMC from the end of the Foundation Year 1 (one year after graduation) to the time of graduation. The stakeholder engagement exercise would seek to identify the advantages and disadvantages of the recommendation. A number of issues were immediately apparent with the proposal, not least that it would jeopardise all Graduate Entry Programmes within the UK, as compliance with EU requirements for medical training (five years and 5500 hours) would not be achievable should registration at the time of graduation go ahead.

Paper Council/4/D

## 61. Students' Union Report

Reported:

- (1) That the musical season had been completed successfully.
- (2) That the football and rugby teams has both won their respective leagues
- (3) That the SU had commenced its work on revamping its website. It was hoped that the changes would help with improving sponsorship and advertising. There would also be improved information for prospective students.
- (4) That in April the SU would be trialling the 'SU Showcase'.
- (5) That 'Well-being Week' would run from 27 April 2015.
- (6) That the SU had been nominated for a national award (What University Student Choice Awards) as an HEI with the best job prospects.

## 62. University of London Statutes

Considered:

Amendments to the University of London Statutes. In accordance with the 1994 University of London Act, the University of London was required to consult with member colleges over any changes to its statutes. The following amendments were proposed:

- (a) the inclusion of the Deputy Vice-Chancellor as an ex-officio member of the Collegiate Council and of the Board of Trustees;
- (b) the inclusion of the Chief Executive of the International Programmes as an ex-officio member of the Collegiate Council.

If (a) and (b) above were approved then an amendment to Ordinance 13 of the University of London would also be required. The proposed changes were set out in the attached document, including an extract from Ordinance 13, and explanatory notes which were set out in the margins.

**Agreed:**

That the changes to the University of London Statutes and Ordinance 13 were approved *nem com* by SGUL Council.

**Action: Susan Trubshaw**

Paper Council/4/E

## Strategic Planning

### 63. Strategic Plan 2015-2020

Considered:

The Strategic Plan 2015-2020.

Reported:

That the Strategic Plan had been considered by both SPARC and Senate and this version incorporated comments received as a result of the internal consultation. It was noted that previous iterations of the plan had been considered by Council, and any comments arising from these discussions had also been incorporated into the plan.

Additionally the plan was short to reflect the changing environment in both HE and Healthcare, and it built on the previous ambitious plan for 2010-2015. The key difference was a change of emphasis to the previous plan. The principal changes were:

- (a) For education, growth was now as important as innovation in delivery;
- (b) The design, organisation and management of the curriculum was as important as innovation, given the importance of efficiency of delivery and the primacy of the student experience;
- (c) The need to ensure that all of the focused research portfolio was affordable;
- (d) Enterprise was now a higher priority than it had been previously.

The key themes of the strategic plan were:

- (1) Translational research for patient benefit
- (2) International developments
- (3) Working on collaboration with other HEIs, NHS organisations and other healthcare providers.

The performance measures for the activities set out in the Strategic Plan were outlined, using lead and lag measures. The lead measures were early indicators of performance and the lag measures were a retrospective measure of performance. Metrics and targets were still under consideration.

The following points were noted:

- (i) That an underpinning action plan would need to be developed with appropriate timescales.
- (ii) That there should be underpinning business cases for the different strands of the strategy.
- (iii) That the risks should be identified.

It was noted that most HEIs had adopted a similar approach to SGUL in preparing a short and succinct Strategic Plan in order that changes could be made quickly to reflect the current rapid changes to the internal and external environment. The Strategic Plan would be underpinned by an operational plan and major projects would be costed prior to implementation. It was suggested that the Strategic Plan would also evolve following the appointment of the new Principal.

**Agreed:**

That further consideration would be given to the Strategic Plan, and in particular the underpinning business cases and financial projections at the Council Away Day on 24 April 2015.

**Paper Council/4/F**

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

Received:

The Key Performance Indicators.

Reported:

That there had been positive changes to the direction of travel of three of the KPIs since the last report to Council, namely:

- (1) NHS Contracts
- (2) REF Quality Profile
- (3) Budget

**Agreed:**

That in developing KPIs for the new strategic plan, consideration would also be given to the new HE Code of Practice, and the requirements of the Code.

**Action: Tim White/Susan Trubshaw**

**Paper Council/4/G**

#### **65. Research Excellence Framework**

Received:

A report on the results of the Research Excellence Framework.

Reported:

That the results of the REF had been good in the context of the submission. SGUL had risen 24 places since the RAE2008, and for 'Research Impact' had been ranked 4<sup>th</sup> out of 128 HEIs, behind the School of Hygiene and Tropical Medicine, Institute of Cancer Research and Imperial College.

The written feedback had been received at the end of January. Whilst SGUL had done well with regard to outputs and impact, it had done less well with regard to the research environment. This included research income, which as Council was aware, had reduced year on year throughout the REF period. This indicated that SGUL in the future would need to be more ambitious in its research grant applications, publish in higher impact journals and apply for larger grants. If the research environment and income could be improved this would reflect well in 2020, the possible date of the next REF.

The following points were noted:

- (a) That the funding formula was not yet known, but there was a need for caution as income was likely to be reduced despite an improved performance.
- (b) That staff submitted had covered a wide age range including early career researchers.
- (c) That caution had to be exercised in comparing the two units of assessment as they were assessed by two separate panels.
- (d) That some investment in research facilities was required if SGUL wished to continue to recruit 'high flyers' in research. With the opening of the Crick Institute in 2016 recruitment was likely to become even more competitive in the future.
- (e) It was suggested that SGUL should focus on niche areas, including closer working with the Trust, in order to remain competitive.

**Paper Council/4/H**

## Partnerships and Collaborations

### 66. International Report

Received:

A report on International Matters considered at Finance Committee at its meeting on 23 February 2015 (including the International Strategy).

Reported:

That currently student numbers were capped on the majority of SGUL programmes, with the BSc in Biomedical Science being the only area of growth in home student numbers. The international programmes were the key to growing income, and both INTO/ST George's and the collaboration with UNic were on track to deliver target student numbers.

The following points were noted:

- (a) That continued effort was required to ensure that target numbers were attained in order to deliver the financial outputs set out in the paper for both INTO and UNic.
- (b) That currently it was felt that SGUL did not have enough capacity for another franchised MBBS programme. This did not preclude franchising other healthcare programmes, but this would need to be done in conjunction with Kingston University.
- (c) That it might be possible to employ a distance learning approach to deliver international programmes, and advice was being sought from the University of London International Academy which had considerable experience in delivering its external programme worldwide.

The following risks were noted:

- (e) That it would be difficult to make changes to the curriculum with multiple franchises.
- (f) That the home student experience could not be compromised as a result of overseas endeavours.
- (g) That SGUL could not compromise on the quality of its medical degree programme (Primary Medical Qualification – PMQ) for commercial gain.
- (h) That the limiting factor on exceeding the projected international numbers was the requirement for clinical placements, both at home and in the US, and the cost of these placements.

Paper Council/4/1

### 67. St George's Joint Implementation Board

Received:

A report on issues arising from the meeting held on 10 February 2015 and Minutes of the Joint Implementation Board held on:

9 December 2014  
10 February 2015

Reported:

That JIB was currently overseeing a number of projects including the joint brand and logo (discussed above [Minute 58 \(iv\)](#)), the development of a joint Education Strategy, a review of the JREO ([Minute 58 \(iv\)](#) above), costs of the Trust's use of SGUL space, and the establishment of a Clinical Academic Group (CAG) for Cardiology.

## Clinical Academic Group for Cardiology

It was envisaged that the CAG would bring together clinical and academic professionals in cardiology in order to offer patients the very best care and treatment and pursue world-leading research and scholarship inspired by science and discovery. The Institute of Cardiovascular and Cell Sciences expected that the CAG would help to:

- Develop critical mass and support applications for substantial grant awards from the British Heart Foundation and other major funders,
- Increase the participation of clinicians in research and education,
- Increase research income from clinical trials and pharma-led research
- Embed a more collaborative approach to research.

The CAG would also be expected to promote high quality teaching and learning in cardiology. Improvements in all of these areas would provide evidence of a more substantial research environment for Cardiology as measured by the Research Excellence Framework (REF) (See [Minute 65](#) above).

The next steps were to develop a business plan, including set up costs and the financial structure of the CAG, to determine the CAG's governance and accountability, and establish its leadership. It had been agreed that there should be a Chief of Cardiology and the job description was currently under discussion. The target date for the CAG to be operational was 1 September 2015. Following the successful establishment of the Cardiology CAG, it was expected that it would provide a model for other clinical academic groups.

It was noted that it was intended that the CAG would be self-financing but would require funding from both SGUL and the Trust in the first year. It was felt for a modest investment in the first year there were likely to be some important gains for the Institute of Cardiovascular and Cell Sciences as noted above.

Paper Council/4/J

## Finance, Audit and Risk Management

### 68. Finance Committee Report

Received:

A report from the Chair of the Finance Committee.

Reported:

(i) Financial Improvement Programme

That the half year results to 31 January 2015 were reporting a surplus of £2.97m, £1.63m ahead of the pro-rata budget of £1.3m. A delay in recruiting to vacant posts and better income from fees and commercial income were the main reasons for the improvement. It was expected that the full year budget surplus of £500k was likely to be exceeded and a forecast for the year indicated a strong result of c£1.3m surplus.

It was noted that £4m in improvements had been delivered against the FIP target of £4.4m. The need to achieve the remaining 2014-2015 cost improvements remained.

(ii) Estates Matters

That the agreed position on utilities and services charges between SGUL and the Trust had been implemented. Discussions on rental charges were continuing. Further advice on the landlord/tenant legal relationship was being sought. It was noted that SGUL would need to realise some income from the release of space, otherwise there was no incentive to achieve space-saving targets. Additional income was required to invest in growing research and education and as such



SGUL's space would need to be flexible in order to accommodate the ebb and flow of the requirement for space. In order to accommodate this requirement and to generate additional income it was felt that any use of SGUL space would necessarily need to be on a commercial basis.

**Agreed:**

That the matter would be discussed further at the next meeting of SGJIB to be held in April 2015.

(iii) Discretionary Accounts

That a discussion paper had been considered at Finance Committee on the development of a Discretionary Accounts Policy to resolve various financial accounting and tax issues. A Discretionary Accounts Policy was now being developed, and KPMG would be asked to review the Policy. Professor Barry Gusterson offered to provide precedents from another University (with permission) to act as a model for the development of policies and procedures in this area.

**Agreed:**

That a further paper on the matter would be considered at the meeting of Council on 2 June 2015 following advice from KPMG.

(iv) Analytical Services International

That advice had been received from Deloitte regarding Analytical Service International (ASI). [REDACTED]

[REDACTED] The Finance Committee had accepted the advice. (Also see Minute 70 below.)

**Paper Council/4/K**

**69. Financial Report for the Six Months ended 31 January 2015**

Received:

The financial report for the six months ended 31 January 2015.

Reported:

That, as noted above, the half year results to 31 January 2015 were reporting a surplus of £2.97m, £1.63m ahead of the pro-rata budget of £1.3m. It was expected that the full year budget surplus of £500k was likely to be exceeded and a forecast for the year indicated a strong result of c£1.3m surplus.

It was noted that the majority of 90 day debt was owed by the Trust, and that interest was not charged on this debt. The Trust had recently reduced the debt substantially as it sought to reduce the number of its current creditors.

It was noted that each of the Research Institutes were in deficit, and that the Research Institute Directors were aware of the need to bridge the gap between the cost of research and income. It was noted that this problem was not unique to SGUL and was a sector wide issue.

**Paper Council/4/L**

**70. Audit Committee Report**

Received:

A report from the Chair of the Audit Committee.

Reported:

(i) Analytical Services International

That the Audit Committee had recommended that matter of ASI should now be closed

**Agreed:**

That Council approved the recommendation that no further action should be taken in relation to Analytical Services International (also known as the Analytical Unit and Analytical Services Ltd).

(ii) Research Award Management

That the Audit Committee had received the recommendations arising from Professor Gusterson's review of the JREO. A further internal audit review of the JREO had been scheduled for 2014-2015, but in the light of Professor Gusterson's report further consideration had been given to the benefit of an additional Internal Audit review at this stage. The Audit Committee remained concerned about the operation of the JREO and had requested an update on the action plan for implementing the recommendations at its meeting to be held on 9 June 2015.

**Paper Council/4/M**

**71. Risk Management and Efficiency**

Received:

Reports from the Risk Management and Efficiency Committee received by the Audit Committee at its meeting on 24 February 2015.

**Paper Council/4/N**

## Equality and Diversity

**72. Athena Swan Silver Award Submission**

Received:

A report on progress towards submission for the Athena Swan Silver Award.

Reported:

That SGUL was scheduled to submit an application for the Athena Swan Silver Award at the end of April 2015.

**Paper Council/4/O**

**73. Stonewall Top 100 Employers**

Reported:

That SGUL had been ranked 47 out of 397 organisations who have submitted submissions for the Stonewall Workplace Equality Index. By comparison in 2014 SGUL had been ranked 213 out of 367 organisations. Overall this was a rise of 156 places. SGUL had been ranked in the top 5 for Education Organisations.

## Human Resources

**74. Human Resources Report**

Received:

A report from the Joint Director of Human Resources.

Reported:

- (i) That the new Deputy Director of Human Resources, Sally Preston Wells, had developed the underpinning action plan for the implementation of the Human Resources Strategy.
- (ii) That the completion rate for Personal Reviews had been 75%. This was an increase on 13% on the previous year, but had missed the target of 85-90% for 2014. This had largely been the result of the restructuring in 2014. In the interim the Personal Review process was being reviewed and it was expected that the completion rate would be higher in 2015 now that the Institutes were more firmly embedded.

**Paper Council/4/P**

## Estates

### 75. Estates

Received:

A report from the Joint Director of Estates.

**Paper Council/4/Q**

## Matters for Approval

### 76. Award of Titles

Approved:

The recommendation from Senate that Professor Shlomo Noy and Professor Anat Achiron, University of Tel Aviv, Israel, be awarded the titles of Visiting Professor with immediate effect. Both Professor Noy and Professor Achiron also held senior roles within the Sheba Medical Centre, Tel Hashomer, Israel. Both were internationally renowned scholars in their fields of, respectively, rehabilitation medicine and multiple sclerosis. Professor Noy and Professor Achiron had undertaken a great amount of work to establish the SGUL/UNic programme within Sheba Medical Centre, and they had also promoted the programme and partnership around the world.

## Matters for Report

### Actions by the Chair

### 77. Student Cases

Reported:

The Chair had considered three related appeals under the Student Complaints Procedure. The appeals were not upheld by the Chair. It was now open to the students to make a complaint to the Office of the Independent Adjudicator.

### 78. Award of Title

Reported:

That the Chair has taken the following action on behalf of Council:

- (i) The award of the title of Emeritus Professor in Endocrinology to Professor Adrian Clark, who had retired on 27 February 2015. Professor Clark would be affiliated to the Institute of Infection and Immunity.
- (ii) The award of the title of Emeritus Professor in Cardiovascular Biomarkers to Professor Paul Collinson who had retired in 2014. Professor Collinson would be affiliated to the Institute of Cardiovascular and Cell Sciences.

## Other Matters

### 79. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	24 February 2015	strubsha@sgul.ac.uk
Risk Management & Efficiency Committee	16 February 2015	sdurkin@sgul.ac.uk
Finance Committee	28 January 2015 23 February 2015	<b>Paper Council/4/R</b>
SPARC	21 January 2015 18 February 2015 19 March 2015	strubsha@sgul.ac.uk
Senate	25 February 2015	dbaldwin@sgul.ac.uk
Human Resources Committee	TBA	tba

## HEFCE and other External Matters

### 80. 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/4/S**

### 81. Any other business

### 82. Dates of meetings 2015-2016

Friday 24 April 2015 – Away Day Academy of Medical Sciences, 41 Portland Place  
Tuesday 2 June 2015  
Tuesday 7 July 2015  
Tuesday 20 October 2015  
Tuesday 24 November 2015  
Tuesday 15 December 2015  
Tuesday 15 March 2016  
Friday 22 April 2016 – Away Day  
Tuesday 5 July 2016  
Tuesday 18 October 2016  
Tuesday 22 November 2016  
Tuesday 13 December 2016

ST/3 April 2015