

Council

Minutes

5 July 2011

Present: Ms J Evans (Chair)
Mr A Bicknell
Professor P Hughes
Professor A Johnstone
Dr A Kent
Professor P Kopelman
Mr K Lewis
Ms I Nisbet
Mr D Rawaf
Professor R Smith
Mr M Stevens
Mr G Turner
Mr L Turner
Professor J Weinberg

In attendance: Mr D Baldwinson, Deputy Head of Secretariat and Clerk
Mr M Bery, Director of Finance and Resources
Mrs S Bowen, Secretary and Academic Registrar
Mrs M Luckiram, Director of Human Resources
Mr P Mitchell, Chief Operating Officer, SGHT
Professor G Hall, Chair, Safety Management Committee (Minute 100)

Apologies for absence were received from: Professor Nigel Brown, Mrs Naaz Coker, Mrs Susan Thomas, Ms Susan Trubshaw and Professor Sir Nicholas Wright.

96. Remarks from the Chair

(i) **St George's Community Open Day**

The community open day co-hosted by SGUL and St George's Healthcare NHS Trust that had taken place on 18th June had been a great success. SGUL students and research staff had been well-represented at the open day.

(ii) **Risk Management Training**

In future Risk Management Training would be included in the induction programme for new Council members.

(iii) **Edward Wilson**

'The Great White Silence', the film of the expedition to the South Pole has been digitally remastered and is publically available.

(iv) **Council Membership**

This would be Ms Isabel Nisbet's final Council meeting. Ms Nisbet was thanked for her contributions to the work of Council over the period of her appointment;

she was particularly thanked for her work as Chair of the Audit Committee. This would also be David Rawaf's final Council meeting. Mr Rawaf was also commended for his support of the Institution and the constructive way in which he had represented the interests of students in his two years as a Council member.

(v) Professor Sir Graeme Davies

Professor Sir Graeme Davies was unable to attend the Presentation Ceremony on 11th July 2011 to receive an honorary *fellowship*. The conferment of the degree had therefore been deferred until 2012.

97. Minutes

Received and approved:

(i) Minutes of the Meeting held on 15 March 2011 subject to noting that Mr Mike Stevens had taken on the role of Treasurer and Chair of the Finance Committee in June 2011 following the resignation of Mr James Cochrane from these roles in May 2011.

(ii) Minutes of the Extraordinary Meeting held on 8 April 2011.

Paper Council/5/A

(iii) Notes of the Council Away Day held on 31 May 2011.

Paper Council/5/B

Paper Council/5/C

98. Matters arising from the Minutes of these meetings

(i) Carbon Management Plan

Reported:

That Council had previously agreed that SGUL should develop an ambitious long term carbon management plan. Carbon management is an area in which SGHT is required by the Department of Health to meet very challenging targets and a joint approach with the Trust might benefit SGUL.

Agreed:

That the matter would be followed up at the Estates Committee and, through that Committee, Council would receive a report on SGUL's carbon management plan.

(ii) INTO University partnerships Ltd

Reported:

That the INTO Foundation Programme would admit students for the first time in 2011. In the first instance students would be taught on INTO premises in Central London but spend one day each week at SGUL. The content of the Foundation Programme is being reviewed to ensure that is appropriate for entry to medicine and the recruitment of staff to teach the programme is underway. Entry requirements are to be AAB at "A" level (or equivalent). INTO had proposed lowering the entry requirements but this was not supported by SGUL.

That the Educational Commission for Foreign Medical Graduates (ECFMG) assesses whether international medical graduates can enter residency programmes in the US. To be eligible, international medical graduates must have completed a programme that is recognised in the country in which the medical degree was awarded. The INTO medical programme is intended to lead to the award of MD International. Initially, the GMC had determined that the MD International would fall outside its area of responsibility and so the award would

not be recognised in the UK. The GMC's position was changing and it was now expected that the GMC would quality assure the MD International/MBBS. This would make the programme more attractive to international applicants.

That advice had been taken on whether the exclusivity wording that appeared in the Limited Liability Partnership Agreement with INTO would constrain FHSCS with regard to the FdSc Biomedical Science. It was agreed that the nature of this advice would be reported to Council.

(iii) University of Nicosia

Reported:

That the proposal to franchise SGUL's 4 year MBBS programme to the University of Nicosia had been approved by a validation panel meeting on the 20th and 21st June 2011. The validation panel had been chaired by Dr Kent and included two external members, both of whom were experienced GMC reviewers. Approval had been subject to several conditions and recommendations. There would be a follow up approval visit in January 2012 to review the detailed plans for the delivery of the second year of the programme. Students would undertake the year 3 and 4 clinical attachments in the Sheba Medical Center in Tel Hashomer, Israel and there would be a further visit to Sheba in 2013 to audit the placement sites.

(iv) The Office for Fair Access (OFFA)

Reported:

That SGUL's Access Agreement had been submitted to OFFA in April 2011 and the Institution had been required by OFFA to make a number of changes to the Agreement. The proportion of the additional fee income that SGUL would set aside to fund bursaries and other fair access initiatives had been increased to 31%. SGUL had also been required to set more challenging widening participation targets. At this time it was not clear whether Institutions would face any sanctions for not achieving the targets contained in the Access Agreement. However the recently published Higher Education White Paper contained proposals to strengthen the role of OFFA.

It was agreed that Council would receive the modified Access Agreement together with a commentary that explained what changes had been made in response to OFFA's requirements.

It was further agreed that the financial and reputational implications of not achieving the targets contained in the Access Agreement should be assessed by the Risk Management & Efficiency Committee. The Risk Register should also be updated as appropriate.

99. Nominations and Honorary Awards Committee

(i) Approved:

The following appointments to Council for the period from 1st October 2011 to 30th September 2014:

Mr Chris North
Ms Catherine Swarbrick
Ms Cathy Wilson

(ii) **Approved:**

The following appointments to Council Sub-Committees:

Audit Committee

Ms Catherine Swarbrick
Ms Cathy Wilson

Finance Committee

Mr Anthony Bicknell
Mr Chris North

Estates Committee

Ms Catherine Swarbrick

Health and Safety

100. Health and Safety Issues

Received:

A report from the Safety Management Committee.

Paper Council/5/D

Reported:

- (i) SGUL's performance in the Green League in 2011 was very disappointing. A strategic and targeted approach to environmental issues should enable SGUL to achieve an improvement in 2012.
- (ii) SGUL's Containment Laboratories had recently been the subject of an inspection visit. The outcome of the visit had been satisfactory.

Principal's report

101. Report from the Principal

Received:

An oral report from the Principal:

(i) **Institutional Audit by the Quality Assurance Agency**

SGUL had received the Key Findings letter from the QAA that set out the judgments of the Audit Team. The outcome was a very good one and the Principal thanked Dr Deborah Bowman (academic lead for the Audit) and Derek Baldwinson (administrative lead) for their preparatory work.

(ii) **BSc Healthcare Science**

The BSc Healthcare Science had been validated by SGUL and accredited by the Department of Health at a joint validation and accreditation meeting that had taken place on 27th June 2011. The Department of Health had commended the innovative nature of the programme and the high quality of the BSc programme documents.

(iii) **Higher Education White Paper - Students at the Heart of the System**

The Department for Business, Innovation and Skills had published the White Paper setting out its proposals for reforming higher education in England on 28th June 2011. The main focus of the proposals is on undergraduate education and the way in which undergraduate education will be funded from 2012.

The proposals contained in the White Paper include the following:

- Student number allocations will be adjusted to remove 65,000 places for students who achieve grades AAB or above at A-Level. Universities will be able to recruit as many AAB students as they can in competition with others. Medicine and dentistry are exempt from this competition.
- 20,000 places will be allocated to reward universities whose average charge is at or below £7,500 if these universities meet a quality threshold.
- The higher education market will be opened up to further education colleges and private providers including “for profit” providers.
- HEFCE will have an enhanced role as the sector regulator acting on behalf of consumers with extra powers to, for example, withdraw funding.
- A risk-based quality regime will be introduced in which institutional reviews will depend on an objective set of criteria and triggers, including student satisfaction and the institution’s track record.
- OFFA’s role will be strengthened so that it can challenge and potentially fine universities.
- Universities will be required to provide prospective students with better information about their courses.
- Options for the early repayment of loans will be explored.
- Data on employment and earnings outcomes will be analysed and published in a variety of formats to, for example, enable league tables to be constructed.
- The adoption of student charters is likely to be made mandatory in the future.
- Professor Sir Adrian Smith’s Postgraduate Review Group will be reconvened in spring 2011 to advise on the issue of participation rates in postgraduate study after the introduction of enhanced.
- Options for removing the VAT charge which currently prevents institutions from gaining efficiencies by sharing costs with each other will be explored.

As a result of these proposals, institutions are likely to focus their recruitment effort on attracting more high achieving applicants to the detriment of the widening participation and social mobility agendas.

HEFCE will remain responsible for allocating the remaining teaching grant to support priority areas including Medicine, Science and Engineering. HEFCE will consult on the method for allocating teaching grant from 2012/13. The allocation is likely to be informed by Transparent Approach to Costing (TRAC) data; Professor Kopelman is chairing a group which is exploring this issue.

(iv) **NHS Future Forum recommendations to Government**

The NHS Future Forum had advised Government that Health Education England, the new national organisation that will take the lead in educational commissioning and workforce planning must be operational as soon as possible to provide focus and leadership in these areas.

(v) **The Wellcome Trust**

SGUL would receive £500k p/a for the next three years from the Wellcome's Institutional Strategic Support Fund. To receive the funds, the Institution must submit a strategy to the Wellcome and provide matching funding.

(vi) **Students' Union**

The Principal thanked the Students' Union sabbatical officers for their hard work in support of SGUL in 2010-11. The team had been exceptional and made a significant contribution to improving the student experience.

(vii) **Mary Luckiram**

Mary Luckiram would be leaving SGUL to take up the post of Director of Human Resources at City University in July 2011. Throughout her time at the Institution, Mrs Luckiram had been a real asset and she would be a great loss to SGUL.

Strategic Development

102. HEFCE's Assessment of Institutional Risk

Received:

A letter from SGUL concerning SGUL's risk status.

Paper Council/5/E

Noted:

- (i) Institutions are categorised as either "at higher risk" or "not at higher risk". SGUL had been categorised as "not at higher risk".
- (ii) SGUL's discretionary reserves as a percentage of total income is 24.3% relative to a sector mean of 43.7%. In recent years SGUL had built up its reserves significantly. However in comparison with sector norms, SGUL's reserves remained relatively low.

103. Salary Cost Reduction Programme

Received:

A paper from the Director of Human Resources on the Salary Cost Reduction Programme.

Paper Council/5/F

Noted:

- (i) In 2009-10, SGUL agreed a reduction in HEFCE expenditure of £6m. While significant savings have been made, there is a remaining shortfall of £1.2m. The Finance Committee has recommended that SGUL should reduce its costs by the outstanding amount of £1.2m (from the target of £6m) and as a consequence SPARC had agreed that a Salary Cost Reductions Programme would be implemented.

- (ii) Reviews of all HEFCE funded (or part-funded) posts are being conducted. The reviews have an underlying requirement to achieve reductions in staffing costs. It was expected that posts may be identified as being at risk of redundancy during the review process.
- (iii) A Redundancy Committee, with a membership nominated by the Chair of Council, would be convened to make recommendations to Council on staff for dismissal by reason of redundancy. The Redundancy Committee would make recommendations to the Council meeting that would take place in December 2011.
- (iv) The Salary Cost Reductions Programme is the subject of consultation with the Trade Unions. Subject to the outcome of the consultation, the Programme would be launched in week commencing 11th July 2011.
- (v) SGUL expects all Personal Reviews/Joint Appraisals to be completed by 29th July 2011. At present the completion rate stands at 61%. The commencement of the Salary Cost Reductions Programme is expected to drive up completion rates.

Agreed:

- (vi) That the membership of the Redundancy Committee will comprise Professor Smith (as chair), Mr Draper, and (subject to her agreement) the newly appointed independent Council member with a background in Human Resources. The Redundancy Committee will also include two members of the academic staff nominated by the Senate.

104. Shared Services

Received:

A paper from the SGUL and SGHT Programme Directors on shared working between SGUL and St George's Healthcare NHS Trust.

Paper Council/5/G

Noted:

- (i) That the Programme Directors were exploring whether a range of services could be delivered more efficiently and more effectively through a closer working relationship between SGUL and the Trust.
- (ii) That the Programme Directors had recommended that shared services could be delivered through an in-house Operations Centre staffed by personnel who were joint appointments of SGUL and SGHT and accountable to both organisations. The adoption of an in-house Operations Centre is dependent on the HMRC confirming VAT exemption status for shared working.
- (iii) That significant savings are expected although at this stage it is not possible to quantify the extent of any savings. There are likely to be initial start-up costs in relation to the Operations Centre and any savings may not be achieved for two to three years.

Agreed:

- (iv) That the Joint Council/Trust Board meeting scheduled for September 2011 would receive a further progress report and an action plan outlining the follow up work to be carried out.

105. Joint Trust Board/SGUL Council Meeting

Received and noted:

The draft notes of the meeting held on 7th June 2011

Paper Council/5/H

106. Key Performance Indicators

Received:

The updated Key Performance Indicators (KPIs) for Educational Experience: Student/Staff ratio; and for Sharing Knowledge, Expertise and Opportunity: Widening Participation.

Paper Council/5/I

Reported:

- (i) The Student/Staff ratio graph is based on data taken from the Guardian University Guide 2012 for medicine. The Guardian University Guide 2012 is in turn based on subject-level HESA data. HESA data is supplied by the Institutions themselves and has been validated.
- (ii) The Student/Staff ratio graph demonstrates that SGUL's SSR is 10.9. The SSR is high compared to other medical schools, that is, SGUL has less staff per student than comparable institutions.
- (iii) The SSR can be used in the compilation of league tables because a low SSR (i.e. more staff per student) implies that students have better access to staff. This in turn implies higher levels of student satisfaction.

Discussed:

- (iv) The usefulness of the SSR KPI was not obvious. Although a high SSR in comparison with other medical schools might suggest that students are less satisfied, there are other more reliable indicators of student satisfaction, such as the National Student Survey. A low SSR might imply that SGUL delivers its programmes more efficiently than comparable institutions. Again, there are more reliable indicators of efficiency in programme delivery.

Agreed:

- (v) That when the SSR KPI is next presented to Council, its relevance to the Strategic Plan should be made more clear. It should also be clear, as with all KPIs, what the institution is aiming to achieve.

STATUTORY DUTIES

Students' Union Issues

107. Students' Union Report

Received for approval:

The Students' Union Constitution.

Paper Council/5/J

Received to note:

A paper on the charitable status of the Students' Union; and the Relationship Agreement between SGUL and the Students' Union.

Paper Council/5/K and L

Reported:

- (i) Under the provisions of the 1994 Education Act, Council is expected to approve the Students' Union constitution and to review the constitution every five years.
- (ii) As a result of the Charities Act 2006 Students' Unions lost their exempt charity status on 1 June 2010 and were expected to register with the Charity Commission. As a result, the Students' Union has significantly revised its constitution.
- (iii) The Trustee Board, which includes SGUL staff members, has overarching responsibility for all Students' Union matters. The Trustee Board is accountable to the SGUL Council.
- (iv) The Relationship Agreement, based on a model promulgated by the NUS, sets out the principles on which the day-to-day working relationship between the Students' Union and SGUL will be based.

Agreed:

- (v) That the Constitution is approved. The reference to Facebook could usefully be broadened to refer instead to "other digital media". The Constitution should also require clubs and societies to host their websites on platform maintained by SGUL.
- (vi) That the Finance Committee should receive a paper that explains the financial obligations and liabilities that arise from SGUL's relationship with the Students' Union.

Education

108. QAA Institutional Audit

Received:

An oral report from the Secretary and Academic Registrar on the outcome of the recent Institutional Audit of SGUL by the QAA.

Reported:

- (i) That the QAA team had concluded that confidence can be placed in the soundness of the SGUL's current and likely future management of the academic standards of its awards and that confidence can be placed in the soundness of the institution's current and likely future management of the quality of the learning opportunities available to students. This represents the best possible outcome for SGUL.
- (ii) That the QAA team had identified several areas of good practice. These include the embedded relationship between research, teaching scholarship and professional practice.
- (iii) That the QAA team had also made a number of recommendations for SGUL to address. Most are relatively straightforward but others will place a greater burden on the Institution. The more challenging recommendations are the recommendation to introduce and fully implement comprehensive institutional policy, procedures and guidance for collaborative provision; and the recommendation to expedite the development of the supporting strategies that underpin the 2010-2015 Strategic Plan.
- (iv) That SGUL would receive the Team's full report in August 2011.

- (v) SGUL would not be audited again by QAA for six years. The Higher Education White Paper indicated that QAA was likely to have a more prominent role in supporting HEFCE as it developed as a regulator for the sector.

109. Senate Report

Received:

A report from Senate on teaching and learning issues.

Paper Council/5/M

Agreed:

- (i) That the Education Strategy would be made available to Council members for information.
- (ii) That the International Strategy, when approved, would also be made available to Council members for information.

Finance Issues

110. Finance Committee

Received:

A report from the Chair of the Finance Committee.

Paper Council/5/N

Reported:

Since the 7 June 2011 meeting of the Finance Committee, Santander had been selected as preferred supplier for the £13m borrowing facility for the construction projects approved by Council. Negotiations with Santander are continuing.

Audit Issues

111. Audit Committee

Received:

A report from the Chair of the Audit Committee.

Paper Council/5/O

Reported:

- (i) The Internal Auditors have made very few Priority 1 recommendations; four Priority 1 recommendations had been made in 2010-11 so far.
- (ii) A high number of recommendations from previous years are outstanding. At 9 June 2011, 99 recommendations were outstanding. This does not reflect favourably on SGUL. Also the burden on staff in terms of chasing up outstanding recommendations is significant.
- (iii) On 1 July 2011, the Bribery Act 2010 came into force. The recent Mills and Reeve seminar on the implications of the Act for academic institutions had been very useful.

Risk Management

112. Risk Management

Received:

The Summary Risk Register and the Key Risk Indicator Table with commentary.

Paper Council/5/P

Discussed:

- (i) The full impact of the Government's higher education reforms on institutions will be difficult to anticipate. As a consequence SGUL is moving into an environment in which the identification and management of risk will be a significant Council-level responsibility.

Agreed:

- (ii) That Secretariat should explore whether it would be possible to structure the agenda for future Council meetings so that risk is a more prominent feature of discussions at Council. It was suggested that consideration of the Risk Register might follow on from the Principal's report and that the Principal might refer directly to risk in his report to Council.

Estates

113. Estates Committee

Received:

A report from the Chair of the Estates Committee.

Paper Council/5/Q

Human Resources Issues

114. Human Resources Committee

Received:

A report from the Chair of the Human Resources Committee.

Paper Council/5/R

Equality and Diversity

115. Equality and Diversity Report

Received:

A report from the Equality and Diversity Committee.

Paper Council/5/S

HEFCE and other External Matters

116. 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/5/T

Matters for Report

117. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	9 th June 2011	By email from s.trubshaw@sgul.ac.uk
Risk Management Committee	1 st June 2011	By email from s.durkin@sgul.ac.uk
Finance Committee	7 th June 2011	CONFIDENTIAL Paper Council/5/U
SPARC	6 th April, 4 th May and 15 th June 2011	By email from s.trubshaw@sgul.ac.uk
Senate	13 th June 2011	By email from d.baldwinson@sgul.ac.uk
Human Resources Committee		By email from m.luckiram@sgul.ac.uk

118. Dates of meetings 2011-2014

Tuesday 25 October 2011
Tuesday 22 November 2011
Tuesday 13 December 2011
Tuesday 13 March 2012
Tuesday 3 July 2012
Tuesday 23 October 2012
Tuesday 20 November 2012
Tuesday 11 December 2012
Tuesday 12 March 2013
Tuesday 9 July 2013
Tuesday 22 October 2013
Tuesday 26 November 2013
Tuesday 17 December 2013
Tuesday 18 March 2014
Tuesday 8 July 2014
Tuesday 21 October 2014
Tuesday 25 November 2014
Tuesday 16 December 2014

DB/July 2011

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