

Council

Minutes

5 October 2010

Present: Ms J Evans (Chair)
Professor N Brown
Mr M Draper
Professor P Hughes
Professor A Johnstone
Dr A Kent
Professor P Kopelman
Professor Sean Hilton
Ms I Nisbet
Professor Sir Peter Scott
Mr R Smith
Mr M Stevens
Mrs S Thomas
Mr G Turner
Mr L Turner

In attendance: Mr M Bery
Mr S Fitch (Minute 17)
Professor G Hall (Minute 14)
Mrs L Kearney (Minute 15)
Mrs M Luckiram
Ms S Trubshaw

Apologies were received from: Mr A Bicknell, Mrs N Coker, Mr Kenton Lewis, Mr D Rawaf and Professor Sir Nicholas Wright,

1. Remarks from the Chair

The Chair welcomed the new members of Council, Mrs Susan Thomas, and in their absence Mr Kenton Lewis and Professor Sir Nicholas Wright.

The Chair congratulated Ms Isabel Nisbet on her appointment as Senior Education Adviser (Asia Pacific Region) with the University of Cambridge International Examinations (CIE) with effect from March 2011.

The Chair congratulated Professor Sheila Hollins who had been appointed to the House of Lords and awarded the title of Baroness Hollins.

2. Minutes

Received and approved:

- (i) Minutes of the Meeting held on 6 July 2010. Paper Council/1/A
- (ii) Notes of the Away Day held on 18 June 2010. Paper Council/1/B
- (iii) Notes of the Away Day held on 23 September 2010

3. Matters arising from the Minutes

There were no matters arising from the Minutes.

4. Report from the Principal

Reported:

Funding

There was an indication that volume measures would be used by HEFCE for QR research funding which would disadvantage smaller institutions.

Student Recruitment

All places had been filled. SGUL entered clearing briefly to recruit the additional student numbers (ASNs) which had been awarded at a late stage by HEFCE. Three international students had been recruited to the MBBS, out of the possible 20 that were permitted.

National Student Survey

The overall satisfaction score for the National Student Survey (NSS) for SGUL had improved from 74% to 82%. Individual programmes had overall satisfaction scores either in the high 80s or 90s, except for the BSc in Biomedical Informatics (BMI) and the Foundation Degree in Paramedic Science. It was likely that a decision would be made to discontinue the BMI programme as a result of other reasons (lack of career opportunities in the NHS etc), and work was being undertaken to improve the Foundation Degree in Paramedic Science.

Primary Medical Qualifications

SGUL's application to exercise its Degree Awarding Powers (DAP) in order to achieve PMQ status with the General Medical Council (GMC) had been approved by the University of London Collegiate Council. This would be ratified by the Board of Trustees, and it was hoped that final approval by the GMC would be given in December 2010. If approved by the GMC the powers would be enacted from October 2011 for all new students. Current students would be able to choose the awarding body.

HEFCE Annual Institutional Visit

The visit had taken place on 30 September 2010. The strategic plan had been presented to the HEFCE representatives, who had indicated their support for the aims and objectives. The financial projections had been considered; in the light of the forthcoming publication of the Browne review, and the upcoming Comprehensive Spending Review, there was uncertainty about future funding beyond the current year. The HEFCE representatives had been taken on a tour of Jenner Wing, and they had been supportive of the proposals for redevelopment.

MHRA

There would be a further inspection by the MHRA across both SGHT and SGUL in late October and early November 2010. A previous inspection had highlighted a range of governance issues connected with clinical trials. The recommendations from this inspection had now been implemented and audited.

5. Council Membership

Reported:

The outcome of the election for a staff representative in accordance with Statute 3:
Membership of Council:

Elected Members

One person being a member of the support staff, elected by and from the
Administrative, Library and Computing Staff, Technical Staff, Secretarial and
Clerical Staff and Manual Staff.

Mr Kenton Lewis, Head of Student Recruitment and Widening Participation, had been
elected.

6. Appointment of Vice-Chair

Considered and approved:

In accordance with the Procedure for the Appointment of Vice-Chair and on the
recommendation of the Nominations Committee, the appointment of Mr Graham Turner
as Vice-Chair of Council.

Paper Council/1/D

7. Membership of Other Committees

Considered and approved:

The nomination of Ms Isabel Nisbet to become a member of the Audit Committee, and to
be appointed as Chair of the Audit Committee.

8. Terms of Reference of Committees of Council

Considered and approved:

The Terms of Reference:

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

Paper Council/1/E

9. Conferment of Honorary Titles

Considered and approved:

In accordance with the policies and procedures for the awards of honorary titles, Council
is asked to approve the following honorary appointment:

Major General Alan Hawley, Visiting Professor with effect from 4 May 2010 until 3
May 2012 in the Division of Clinical Sciences

10. Conferment of the Title of Emeritus Professor

Reported:

The award of the title Emeritus Professor to:

Professor Hubert Lacey

11. Academic Promotions

Reported:

The following conferment of titles:

Name	Division	Title	With effect from
Mr Phillip Addis	Biomedical Sciences	Senior Lecturer in Anatomy	1 March 2010
Dr (Rachel) Claire Aland	Biomedical Sciences	Senior Lecturer in Anatomy	1 March 2010
Dr Abdeladim Moumen	Biomedical Sciences	Senior Lecturer in Biomedical Sciences	1 March 2010
Mr Barry Powell	Clinical Sciences	Professor of Plastic & Reconstructive Surgery (Honorary)	1 August 2010
Dr Rajko Reljic	Clinical Sciences	Senior Lecturer in Molecular Immunology	1 March 2010
Dr Andrew Rhodes	Clinical Sciences	Reader in Critical Care (Honorary)	1 October 2010
Dr Jonathan Round	Clinical Sciences	Reader in Clinical Education	1 September 2010

12. Standing Orders of Council

Considered and approved:

The Standing Orders of Council, subject to clarification of Standing Order 5:

At least five clear working days before any ordinary meeting of the Council, written notice of the time and place of such meeting and of the business to be transacted shall be sent by the Clerk to Council, or a nominated officer acting on his/her behalf, to each member.

Agreed:

That the 'five clear working days' did not include the day of the meeting.

Paper Council/1/F

13. Council Away Day and Supper

Reported:

That a Council Away Day would be held on 26 May 2011 at Dorich House, Kingston Hill, commencing at 12.30 pm, and followed by Supper.

Health and Safety

14. Health and Safety Issues

Received:

A report on health and safety issues following the meeting of the Safety Management Committee held on 27 September 2010.

Reported:

There had been an unannounced visit from the Environment Agency on 24 September 2010, following an anonymous report of an unprotected source of radiation. The Environment Agency inspected the site, and could not identify any radiation leaks on campus.

Paper Council/1/G

Strategic Issues

15. Strategic Plan

(i) Reported:

That the plan had been considered at two Council Away Days, on 18 June 2010 and 23 September 2010. Comments from Council had helped to shape the final version of the plan. Implementation milestones for the first year of the plan had been agreed by the Senior Management Team. As requested by Council the priorities for the first year had been identified as follows:

- Shared Services
- International Strategy
- Education Strategy
- Performance Reviews
- Administrative Reviews

Implementation monitoring meetings were now being held on a fortnightly basis.

The KPIs were currently being reviewed in the light of the new Strategic Plan. Those contained in the plan were high level KPIs and would be underpinned by a range of measures.

The following points were noted:

- (a) That the KPIs for Section 10: Staff appeared to be all input related, and it was suggested that they should be linked to outputs, for example the KPIs contained in Section 5: Education and Students.
- (b) That in accepting the plan, there would still be a requirement to approve projects on a case by case basis. Projects would need to be supported by a full business case before being approved.
- (c) That a financial analysis of the plan had been provided at the Away Day on 23 September 2010. At present this was the 'best guess' given the considerable uncertainty surround future funding of both higher education and the NHS.

Agreed:

That subject to any minor amendments by the Strategy Planning and Resources Committee, the Strategic Plan for 2010-2015 was approved for submission to HEFCE.

Paper Council/1/H

(ii) Received:

A paper detailing the priorities within the Strategic Plan, and details of the milestones for 2010-11.

Paper Council/1/I

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

Reported:

That the proposals for the Salary Savings Scheme had been discussed at the Council Away Day on 18 June 2010. The proposals had been developed further in the light of comments from both Council and also the Strategy Planning and Resources Committee (SPARC).

A key change from the previous scheme related to Provision 4: Terms of the Scheme, and the use of the voluntary severance payment to fund the actuarial cost associated with the early release of the pension or by the purchase of additional pensionable service. It was also noted that if the requisite amount of savings was not achieved under through voluntary severance and other salary savings it would be necessary to move to a programme of compulsory redundancies. Council would be asked to establish a Redundancy Committee in this case.

The proposals were still under consultation with the Trades Unions. Comments had centred on the attractiveness of the scheme for 50-59 age group. It had also been suggested that a minimum payment of three months salary should be introduced, which might be more attractive to younger staff with relatively short service. A balance needed to be struck between attractiveness and affordability. Subject to approval by the Trades Unions and SPARC, the Scheme would be launched on 18 October 2010 and would close on 30 November 2010. Guidance for Heads of Divisions and Sections would be provided.

It was noted that when considering applications from clinical academics, out of hours and excellence awards would not be included in the calculation. It was noted that there would be no right of appeal regarding any applications, as the offer of voluntary severance was within the gift of the Institution. Applications would be monitored with regard to the equality impact of the process. Voluntary Severance payments would be based on gross pay to the individual, and not on the cost to the Institution. This was in line with other HEIs. There would be opportunities for confidential discussions and initial advice and guidance from both HR and the Payroll and Pensions manager before an application was submitted formally to the Head of Division or Section.

It was noted that staff in FHSCS would be governed by the Terms and Conditions of their appointment, be that with Kingston University or SGUL. For example staff employed through SGUL would be subject to SGUL's salary savings programme and similarly KU employed staff would be subject to any programme run by Kingston University. Staff would not be able to choose between the two schemes.

It was noted that staff who took voluntary severance or early retirement under the scheme would not be re-engaged or re-employed except in exceptional circumstances (Section 3.3 of the Scheme).

Agreed:

That, subject to approval by SPARC and the Trades Unions, the proposals for the Salary Savings Scheme and Voluntary Severance/Early Retirement were approved.

Paper Council/1/J

17. International Strategy

(i) Presentation by INTO

Reported:

- (a) The company had been set up in response to an invitation of the then Vice-Chancellor of the University of East Anglia, Professor David Eastwood. UEA had been underperforming with regard to its International Strategy, and a review of activities showed that there were a number of contributing factors:

- Range of programmes on offer
- Meeting the needs of overseas students
- Requirement for high quality facilities
- Overall need for a 'good' student experience

In order to create a more suitable environment for international students UEA had to demonstrate that it was serious about its commitment to international students, and provide the appropriate resources and

expertise. INTO had been established to meet these needs for the University. The company was now in its sixth year of business

- (b) INTO now had joint venture partnerships with 10 higher education institutions (HEIs), undertaking large scale transformational projects. These largely focussed on helping an HEI to build its capacity to meet its international agenda and associated strategic objectives. INTO could provide capital investment, study programmes, international marketing services and management services.
- (c) Working with INTO allowed an HEI to access private funding and expertise whilst leaving control within the institution. Current partnerships were providing a substantial additional source of income to the institution concerned.
- (d) It was noted that the Joint Venture Agreements that INTO had entered into with other HEIs were long term because of the nature of the partnership which involved deeply embedded resources, including capital investment.
- (e) Initial investment would be required from the partner HEI, for SGUL, depending on the activities undertaken this was likely to be in the region of £0.5 to £1 million.

It was suggested that the proposals should be considered further, and in particular consideration should be given to:

- Finance (including consideration of INTO's accounts, costs (including opportunity costs), investment and potential returns)
- Comparison with other providers
- Risks (including the effect on brand and reputation)

Agreed:

That a further more detailed proposal should be considered by Council at its meeting on 14 December 2010.

Presentation

(ii) University of Nicosia

Reported:

That SGUL was at an advanced stage of negotiations with the University of Nicosia to franchise the four year MBBS degree programme. The proposals were presented to Finance Committee on 30 September 2010. The Memorandum of Agreement had been negotiated in line with the recommendations made by Finance Committee at its meeting on 9 June 2010.

The two pre-clinical years of the programme would be taught at the University of Nicosia with clinical placements taking place elsewhere, including Israel and possibly the USA. Finance Committee had raised a number of issues with regard to the shareholding of the company that owns the University of Nicosia, EDEX. The senior management of the University currently owned a 65% share of EDEX. A prospective new investor, the Riverside Group, had now entered into negotiations with EDEX, and should the negotiations be successful the Senior Management holding would be reduced to 35%.

The Riverside Group, was a global growth investor in 'mid-market' companies, and provided resources to help companies to grow and mature. The Riverside Group do not take an active role in the day to day running of the enterprises in which it invested. It was likely that the Riverside Group would have two representatives on the Board of Directors.

The governance structure of the University would not change and, under Cypriot law, could not be changed. It was noted that should the negotiations with the Riverside Group fail, EDEX had sufficient resources on its own to fund the proposals.

Agreed:

That the following should be undertaken:

- (i) A risk assessment including potential impact on the St George's brand.
- (ii) An assessment of costs (to be considered at Finance Committee).
- (iii) Proposals to be given final approval by Council.

Late circulated papers

18. St George's Healthcare NHS Trust – Shared Services

Reported:

That, since 2005, St George's Healthcare NHS Trust (SGHT) had transformed itself financially under its strategy 'Creating our Future'. Flagship specialist services had been improved as well as services provided for the local community. SGHT was currently seeking Foundation Trust status and this had been its primary focus for the last four years. As a result of the significant financial challenges that had faced SGHT, progress to Foundation Trust status had been slower than expected. These issues were being addressed and the Foundation Trust application was now in the 'pipeline'. A merger with Wandsworth Community Services, would provide a further £100 million in business to add to the current turnover of £500 million.

Until this point SGUL had pursued a separate strategy, but both organisations were now in a position to share areas of strategy including Research and Education. Consideration was also being given to sharing services, and a model for doing so had been considered by Council at the Away Day on 23 September 2010. An independent facilitator had been appointed to undertake a scoping exercise across both organisations.

19. Information Services

Received:

A report on the implementation of the Information Services Projects.

Paper Council/1/K

20. Financial Memorandum

Received:

A summary of the changes to the Model Financial Memorandum between HEFCE and Institutions, and a summary of responsibilities of the members of governing bodies.

Paper Council/1/L

21. SWan (Southwest London Academic Network)

Reported:

That Professor David Mackintosh, Deputy Vice-Chancellor, Kingston University, had been appointed as the Chair of the Board of Management. The SWan partnership had faced a testing time over the past two years, while SGUL had undertaken a further Options Review and subsequently proceeded with merger discussions, including, initially, discussions with its two SWan partners, Royal Holloway, University of London (RHUL) and Kingston University (KU).

As a result all three partners now had a detailed understanding of each other, and wished to continue to collaborate. The funding for SWan from HEFCE had ended in July 2010, and consideration was being given to the affordability of continuing with SWan in its present form. It was likely that future collaborations would centre around research and taught postgraduate programmes. A new Principal, Professor Paul Layzell, had been appointed to RHUL, and he had taken up his post in August 2010. Further discussions would be held with Professor Layzell regarding the future of SWan.

Statutory Duties

Students' Union Issues

22. Students' Union Report

Reported:

- (i) Service Level Agreements (SLAs) and leases were being prepared in preparation for achieving Charity status for the Students' Union (SU).
- (ii) The Charity status application had been completed and it was hoped that the SU would be registered by Christmas.
- (iii) It had been agreed that a Commercial Manager would be appointed to manage SU commercial activities.
- (iv) Minor improvements had been made to the School Shop. Consideration was being given to the removal of the wall between the School Shop and Book Shop. It was hoped that this development of this project that would be taken forward by the new Commercial Manager. It was noted that the current School Shop manager would be retiring shortly.
- (v) The 'Freshers Fortnight' had gone well. A 'Use your Students Union' campaign was underway.

Audit Issues

23. Annual Accountability Return

Received:

The timetable for the Annual Accountability Return (previously the Single Conversation).

Paper Council/1/M

Risk Management

24. Risk Management

Received:

- (a) The Summary Risk Register
- (b) The Key Risk Indicator Table

Paper Council/1/N

Finance

25. Finance Committee

Reported:

That initial indications were that SGUL would break even on the financial year 1 August 2009-31 July 2010.

Human Resources Issues

26. Human Resources Committee

Reported:

National Pay negotiations 2010-2011

Pay negotiations were still ongoing. The first of a series of ACAS facilitated meetings between the Universities and Colleges Employers' Association (UCEA) and the University and Colleges Union (UCU) had taken place on 27 September 2010. The final offer from the employers had been 0.4% consolidated on a without prejudice basis.

Universities Superannuation Scheme (USS)

Revised USS provisions and benefits had been developed to address the long-term sustainability of USS. The USS Board had endorsed the proposals subject to consultation with members of the Scheme.

SGUL would be required to consult with current and prospective USS members on the proposals. The 60 day consultation period would run from 20 October 2010.

UCU was opposed to many of the proposals and it was possible that the union would call for national or local industrial action following the conclusion of the consultation with USS members.

Personal Review/Appraisal

Council had determined a target of overall completion rate of 70% by October 2010 rising to 100% by October 2011. It was noted that since the publication of Paper O, the completion rate for Personal Review now stood at 70%. Joint appraisals stood at 56% for the last 12 months and 90% for the last 15 months.

Mrs Margaret Bentley, Staff Development Manager, was thanked for her work in enabling SGUL to achieve the target set by Council.

Paper Council/1/O

Estates Issues

27. Estates Committee

Reported:

- (i) That as part of the Jenner Wing project, decanting was now underway. Capital funding from HEFCE would be used to fund the project.
- (ii) That a review of Estates had been undertaken. A key recommendation had suggested that space could be utilised more effectively. Consideration was being given to all the recommendations from the Estates Review, and an action plan had been developed.
- (iii) The refurbishment of the lift foyer had been completed.

Paper Council/1/P

HEFCE and other External Matters

28. 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/Q

Matters for Report

39. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	15 June 2010	By email from s.trubshaw@sgul.ac.uk
Risk Management Committee	15 September 2010	By email from s.durkin@sgul.ac.uk
Finance Committee	30 September 2010	Available at the next meeting
SPARC	SPARC – 14 July 2010 SPARC/Senate - 14 July 2009	By email from s.trubshaw@sgul.ac.uk
Senate	14 June 2010	By email from d.baldwinson@sgul.ac.uk
Human Resources Committee	15 July 2010	By email from m.luckiram@sgul.ac.uk

30. Actions by the Chair

31. Dates of Meetings

All meetings commence at 5.00 pm in Boardrooms 1 & 2

Tuesday 23 November 2010

Tuesday 14 December 2010

Tuesday 15 March 2011

Thursday 26 May 2011 – Council Away Day (Dorich House)

Tuesday 5 July 2011

Tuesday 4 October 2011

Tuesday 22 November 2011

Tuesday 13 December 2011

ST/6 October 2010