

Council

13 March 2012

Minutes

Present: Ms J Evans (Chair)
Mr A Bicknell
Professor N Brown
Mr M Draper
Professor P Hughes
Professor A Johnstone
Mr K Lewis
Mr C North
Mr C Smallwood
Professor R Smith
Mr M Stevens
Ms C Swarbrick
Mr G Turner
Mr L Turner
Professor J Weinberg
Mrs C Wilson
Professor Sir Nicholas Wright

In attendance: Mr M Bery, Director of Finance and Resources
Mrs S Bowen, Secretary and Academic Registrar
Mrs W Gay, Joint Director of Human Resources (SGHT & SGUL)
Professor G Hall, Chair, Safety Management Committee (Minute 63)
Ms J Maughan, Interim Director of Human Resources
Ms S Trubshaw, Clerk to Council and Head of Secretariat
Mr T White, Director of Planning

Apologies for absence were received from: Mr N Adu, Dr A Kent, Mrs S Thomas

Health and Safety

63. Health and Safety Issues

Received:

A report from the Safety Management Committee, and any issues that had arisen since the meeting of Council held on 13 December 2011.

Reported:

That there had been an incident involving a member of contract cleaning staff. It appeared that the member of staff involved had not received the necessary training with regard to the compactor equipment. Training records in safety procedures of all contract cleaning staff were being reviewed, and additional training would be provided in order to avoid future incidents.

Paper Council/4/A

64. Seminar – Risk Management: Woolf Report

Received:

A seminar on the Woolf Report, its outcomes and recommendations (slides attached to the minutes).

Recommendations for SGUL:

- (i) Review Gift Acceptance Policy. To be approved by Audit Committee and Council.
- (ii) Establish risk assessment processes for the acceptance of gifts and donations.
- (iii) Delegate powers to the Audit Committee to review donations if referred by the Director of Finance.

65. Remarks from the Chair

Reported:

That Professor Richard Smith had indicated that he wished to stand down from Council. It had been expected that the March meeting would be his last meeting. However, there had been a delay in resolving all of the issues related to compulsory redundancy, and as Chair of the Redundancy Committee Professor Smith had agreed to remain on Council for a further meeting.

The Chair thanked Ms Julie Maughan, Interim Human Resources Manager, for her expertise in guiding SGUL through a difficult period. Ms Maughan would be leaving at the end of March/beginning of April. Ms Wendy Gay had been appointed to the substantive post of Joint Director of Human Resources, SGUL and SGHT.

66. Minutes

Received and approved:

Minutes of the meeting held on 13 December 2011.

Paper Council/4/B

67. Matters arising from the Minutes

Principal's Report

68. Report from the Principal

Received:

A report from the Principal.

Reported:

That the HEFCE Grant letter was now expected in the week beginning 19 March 2012.

Paper Council/4/C

Supporting the Strategic Plan

69. Finance Issues

Received:

- (i) A roadmap of financial milestones

Reported:

That the main financial milestones had been set out, as known, until 2013, and the impact upon HEIs had been recorded. The milestones were set out under four headings:

- BIS and Government
- HEFCE
- NHS
- Other

Additional information would be added as the picture became clearer. Council would need to consider the impact of the various milestones, and bear in mind the risks associated with the various financial changes. The HEFCE Grant letter was expected shortly, and it was hoped that this would be in line with the forecast discussed by Council at its meeting on 13 December 2011. Two key milestones would be the submission of the REF in 2013 and the impact on research funding thereafter, and further changes to 'T' funding. The second stage of the 'T' funding consultation had been published and a response was required by 25 May 2012.

Paper Council/4/D

(ii) Finance Committee Report

Reported:

That good progress was being made in resolving the issues around historic research balances. Protocols were now in place which would prevent the situation from arising again. Progress had also been made in reducing the debt position with SGHT. £1 million had recently been received towards the debt, and SGUL was working hard with SGHT to resolve all of the outstanding debt issues between the two organisations. Protocols were being established to ensure that invoices were paid in a timely manner. Both organisations now used the Agresso financial system, which would help to improve transaction speeds as the process became more automated.

Paper Council/4/E

70. Cost Savings Programme

Considered:

The report and recommendations from the Redundancy Committee.

Reported:

That the Redundancy Committee had met on 14 February 2012, and had discussed:

- The role of the Redundancy Committee
- Redeployment and Redundancy Policies
- A progress report from the Staffing Review Committee
- Proposed numbers and categories of redundant posts
- Redundancy consultation process

The Redundancy Committee had confirmed:

- That the relevant SGUL policies and procedures had been followed.
- That appropriate consultation had taken place with trade union and staff representatives.
- That the process had been carried out in a fair and equitable manner.

That it was recommended that the following posts were made redundant:

Department/Division	Post
Finance	One post in Accounts Receivable from among three identified posts (SGUL3, FT)
Clinical Sciences	One post (Professorial - FT)
Population Health Sciences & Education	One post (Lecturer - FT)
Library	One post (SGUL3, 0.8)

That the recommendations were made subject to:

- (i) Appropriate consultation being carried out with the individual staff members affected before dismissal notices were issued.
- (ii) Further information being considered in relation to the redundancy selection process within Clinical Sciences.

It was noted that in total the following savings had been made towards the residual £1 million savings target:

- £291,868 in non staff savings
- £552,345 in staff savings (removing vacant posts, reduction hours, retirements etc)

The remaining £151,997 would be found through redundancies detailed above.

Staff holding posts that would be made redundant would be offered voluntary severance as an alternative to compulsory redundancy.

Resolved:

That the recommendations of the Redundancy Committee be approved subject to (i) and (ii) above.

Paper Council/4/F

71. Student Recruitment and Student Number Control

Received:

A report on Student Recruitment and Student Number Control.

Reported:

Student Recruitment

That applications for all programmes were comparable to 2010 levels. It was noted that 2011 had been an exceptional year, with unprecedented levels of students applying to for admission before the new fees regime was introduced. Applications had now closed for all UK programmes. Applications were now being received for the international programmes (INTO and the University of Nicosia).

It was noted that commissioned numbers and new contract numbers for programmes in the Faculty of Health and Social Care Sciences had only recently been confirmed, but the number of applications had remained buoyant even with the uncertainty around numbers and contracts.

Student Number Control

Following a Government directive, HEFCE had introduced changes to the way that student numbers were allocated to HEIs and how they were monitored. From September 2012 a revised 'Student Number Control' (SNC) would be in operation. The revised SNC includes a limit for new HEFCE fundable or employer co-funded full time home/EU students only, and for non-MBBS courses only. The new SNC for these programmes was 249. However,

HEIs would be able to recruit as many AAB+ or equivalent students as they wished. The process would need to be carefully managed to ensure that SGUL did not exceed its SNC.

Medical student numbers had been capped at 264 for new entrants, to include international students recruited to the SGUL MBBS programmes. It was imperative not to over-recruit as it was likely that there would financial or other penalties in doing so.

Paper Council/4/G

72. Research Excellence Framework

Reported:

- (i) Light Touch Mock REF
 - (i) That a 'light touch' mock REF had recently been completed. A further mock REF would be carried out in late summer/early autumn.
 - (ii) That SGUL had under-performed in the RAE2008.
 - (iii) That the REF2014 would be measured by outputs (publications), impact (up to 25 years) and environment (numbers of research students/research funding etc). The 'esteem' indicator used in 2008 would not be used in the REF2014.
 - (iv) That a strategic decision would need to be made with regard to the numbers submitted to the REF2014. Submitting less individuals to a unit of assessment might result in a higher rating, but the income would be less because of the volume measure.
 - (v) That 104 individuals had been considered by the incoming Dean of Research and Enterprise, Professor Adrian Clark. At this stage, if selecting on the basis of 3* and 4* research, 25 individuals would be submitted. This would enhance SGUL's reputation, but it would also have funding implications overall. In addition it was not known how the sector as a whole would perform, and whether there would be a move to more selective submissions generally.
 - (vi) That Professor Clark had also reviewed the impact case studies that would be part of the REF2014 submission. It was felt that there were some good high impact case studies.
 - (vii) That it was also noted that HEFCE did not decide how the research funding would be distributed until after the completion of the REF2014, and that the unit of funding could be changed as the outcomes of the exercise became known.
 - (viii) That it was noted that there were also intangible benefits to having a good research profile, including good standing with grant awarding bodies and a better position in any league tables.
 - (ix) That the results of the 'light touch' mock REF would be fed through to Personal Reviews, and all staff would be encouraged in their performance towards inclusion in the REF return.
 - (x) That it was suggested that Professor Clark might be asked to review joint submissions around Nursing and Allied Health Professions.

- (ii) The Equalities Code of Practice for the Research Excellence Framework 2014 (REF2014)

Reported:

That all HEIs were required to have an Equalities Code of Practice. The code had been drafted based on the guidance provided by HEFCE and on the previous Code of Practice used for the RAE2008. The document had been out for general consultation for two weeks. The consultation had recently closed and two minor amendments would be made as a result of the consultation. The Code of Practice had also been reviewed by the Equality and Diversity Manager, the Trade Unions, and the Legal Advisor, as well as being scrutinised by the REF Steering Group and the Research Strategy Committee.

The Code of Practice ensured that the processes followed by Institutions, for selecting individuals for submission to the REF were fair and transparent. Consideration had been given to Kingston University's code of practice to ensure that the two were aligned for those staff submitting in a joint Unit of Assessment.

Resolved:

That the Equalities Code of Practice for the Research Excellence Framework 2014 be approved subject to the minor amendments noted above, and to a further review of the Kingston University Equalities Code of Practice.

Paper Council/4/H

73. Staff Survey

Received:

A report on the Staff Survey conducted in 2011.

Reported:

That a staff survey had been conducted in the summer of 2011. The survey had been conducted by Capita Surveys and Research. The first survey had been conducted in 2007 and reported in 2008. The 2011 survey was designed to find out how staff felt about working at SGUL and to identify key areas of strength and improvement. An initial set of results was made available in November 2011 and the final report from Capita was confirmed in December 2011.

The overall response rate was 48%. 62% of respondents were based in academic divisions and 38% within administration. 53% of respondents had worked at SGUL for over five years. 61% of respondents were female. 83% of respondents were full time and 69% employed on a permanent contract. It was noted that there were areas of improvement compared to the last survey, and some areas where there had been a deterioration in the results. This related largely to change and change management.

The next step would be to develop an action plan which addressed the issues raised in the survey. It was suggested that Capita might provide some benchmarking data, and also that they might be asked to present the results of the survey to Council at a future meeting.

Paper Council/4/I

74. Strategic Plan Reporting Framework

Received and considered:

The Strategic Plan Reporting Framework.

Reported:

That in order to monitor the implementation of the strategic plan, 64 quality indicators would be considered. The quality indicators were taken from the strategic plan. From the quality indicators 12 high level Key Performance Indicators (KPIs) had been identified for report to Council. One indicator in relation to the Academic Health Science Centre (AHSC) was not included in the strategic plan, but was felt to be important to SGUL.

A summary monitoring report was proposed utilising a traffic light system, including arrows to show movement against target, and including a headline statement about the KPI. Responsibility for each KPI had been assigned to a member of the senior management team. A more detailed report on each KPI would also be maintained and these would link to the Strategic Risk Register.

The next step would be to identify targets for the KPIs and underpinning quality indicators. Background data and benchmarking data could also be provided. A SWOT analysis for SGUL from February 2012 was also attached together with a SWOT analysis from May 2011 for comparison

Further reported:

- (i) That it was suggested that there should be some measure of teaching quality. It was suggested that information from the National Student Survey (NSS) might be used. It was also suggested data from the Student Experience Survey might be used, although this was an internal survey and it would not be possible to benchmark. The NSS was a national survey which would allow for benchmarking.
- (ii) That it was suggested that a KPI on staff should also be included, and that further consideration should be given to what might be used.

Resolved:

- (i) That the KPIs for report to Council be approved, subject to consideration being given to the inclusion of (i) and (ii) above.
- (ii) That the targets for the KPIs would be reported to the next meeting of Council.

Paper Council/4/J

Partnerships

75. International Developments

Reported:

- (i) That there had been speculation regarding the future funding of INTO. It was noted that INTO had indicated a possible move into distance learning, and establishing overseas campuses.
- (ii) That there was good progress with the development of the MBBS franchise programme at the University of Nicosia, Cyprus (UNIC). The first cohort was progressing well. The internal validation process was continuing, led by the Dean of Education. Work on identifying and securing clinical placements also continued. The GMC would be visiting UNIC in April 2012.
- (iii) That recruitment was underway for the INTO programmes, and an extensive series of recruitment events was taking place in the US focussed primarily on the International Graduate Medicine programme. The UCAS closing date for the INTO SGUL higher education programmes was 30 May 2012.

- (iv) That UNIC was a year ahead of INTO in the development of its MBBS programme. Dialogue between the two organisations was being encouraged particularly in relation to marketing.

Paper Council/4/K

76. Joint Council/SGHT Trust Board Meeting

Received:

- (i) The notes of the meeting held on 9 February 2012.

Paper Council/4/L

Reported:

- (ii) Academic Health Science Centres (AHSCs)

That Strategic Health Authorities would be dissolved in April 2013. It was possible that the strategic direction of service, research and education and training would then be focussed on AHSCs. It was noted that there were currently three AHSCs in London. At the same time there was a proposal to establish Academic Health Science Networks (AHSNs) arising from the Sir Ian Carruthers report 'Innovation and Health and Wealth'. There would be links between the AHSCs and AHSNs.

SGHT and SGUL as 'St George's' were considering a possible partnership with an AHSC, and there had been discussions with Imperial and with King's Health Partners (KHP).

The goals of membership of an AHSC were:

- (a) To develop shared complementary clinical research in areas of mutual strength.
- (b) To enable co-leadership of the Local Education and Training Board (LETB).
- (c) To be at the centre of any Academic Health Science Network.
- (d) To share research infrastructure and services, such as a clinical trials unit, clinical research facilities for Phase 1,2,3 and 4 trials, simplify research processes and share access to populations and data.
- (e) To support SGHT's Foundation Trust status

In order to take forward negotiations as 'St George's' it was proposed that a Memorandum of Understanding should be agreed with SGHT.

Following initial discussions with KHP it had been suggested that 'St George's' should be affiliate partners until the merger of the three trusts within KHP had been completed. This was only an initial stage of discussions and there would be further negotiations.

Noted:

- (iii) The Memorandum of Understanding on Joint Research 2012.

Paper Council/4/M

77. Joint Council/Kingston University Board of Governors Meeting

Received:

- (i) The notes of the meeting held on 18 October 2011.

Paper Council/4/N

Reported:

(ii) Contract Negotiations

That, following the tendering process, the Faculty of Health and Social Care Sciences (FHSCS) had been identified as a preferred bidder for both Adult Nursing and Physiotherapy. There had been extended discussions with regard to the contracts, although a number of the outstanding issues had been resolved at a meeting with NHS London (NHSL) held on 13 March 2012.

It was expected that the remaining matters would be agreed shortly and permission was sought for the Chair of Council to sign the contracts on behalf SGUL during the week commencing 21 March 2012 or thereafter.

It was noted the University of East London had appealed against the decision not to be named a preferred bidder, and there had been an exchange of solicitors' letters between UEL and NHS L. There was the potential for the matter to go to judicial review, which would then halt all contract negotiations.

Resolved:

That the Chair be permitted to take action on behalf of Council to sign the contract during the week commencing 21 March 2012 or thereafter.

Paper Council/4/0

Matters for Approval

78. Honorary Awards

Considered:

The recommendations of the Nominations and Honorary Awards Committee, following its meeting on 13 March 2012:

Honorary Degree (2012)

Sir Peter Scott Doctor of Literature (Education)

Honorary Fellowships (2012)

Sir Joseph Hotung
Professor Paul Andrews

It was noted that Sir Graeme Davies had been unable to accept his Honorary Fellowship in 2011 and would be invited to this year's ceremony instead.

Two further candidates had been considered for receiving awards in 2013. Should any of the nominees for 2012 be unable to attend this year, they would be approached. The two candidates nominated for 2013 were:

Honorary Degree (2013)

Dr Patricia Hamilton Doctor of Science (Medicine)

Honorary Fellowship (2013)

Mr James Cochrane

Resolved:

That the recommendations of the Nominations and Honorary Awards Committee be approved as set out above.

79. Committees

Considered:

The merger of the Finance and Estates Committees, and the merger of the Finance and Investment Committees.

Reported:

Finance and Investment Committees

That it was believed that HEFCE had recommended that the Investments Committee and the Finance Committee should be separate because of the different nature of the business of each committee. The Investments Committee focussed on long term investment, whereas the Finance Committee considered the short to medium term financial situation. The proposal would be reviewed in the light of any guidance.

Finance and Estates Committees

That revised Terms of Reference for a joint committee would be considered by both The Finance and Estates Committees at their next meeting and would be approved at Council at its next meeting on 3 July 2012.

Agreed:

- (i) That further consideration would be given to the proposal to merge the Finance and Investments Committee.
- (ii) That the proposal to merge the Finance and Estates Committees was approved.

Paper Council/4/P

80. Conferment of Titles

Approved;

The conferment of the title of Visiting Professor for a two year period on Professor Dimitros Linos of the University of Nicosia with effect from 1 January 2012.

STATUTORY DUTIES

Students' Union Issues

81. Students' Union Report

Reported;

- (i) That the week beginning 11 March 2012 had been designated as 'Well Being Week' and there were events relating to both physical and mental well being.
- (ii) That the current response rate for the NSS was 28%. This was 6% up compared to the same time last year. There would be further publicity and encouragement for students to complete the NSS.
- (iii) That the Students' Union had given further consideration to its financial position and the repayment of the loan from SGUL. It had been agreed that the loan would be repaid in full at the end of the financial year.
- (iv) That consideration was being given to the current sabbatical and senior officer structure of the Students' Union, and it was possible that there would be a proposal for a further sabbatical officer as student numbers increased.

- (v) That the Summer Ball would take place on 7 July 2012, and all members of Council were invited.

Audit

82. Audit Committee

Reported;

That the Audit Committee had considered a draft 'Gift Acceptance Policy'. Further work on the wording of the policy was taking place and it would be considered again at the next meeting of the Audit Committee. There had been a thorough review of the Rolling Register of Internal and External Audit Recommendations. It was hoped to reduce the number of recommendations as far as possible before Deloitte took over as Internal Auditors in August.

There had been a recent incident of fraud. In accordance with the Financial Memorandum, as the sum involved was over £25,000, the matter had been reported to the Chair of Council, the Internal and External Auditors and to HEFCE. The Internal Auditors had been asked to undertake a review and advise on any additional controls that could be put in place which might help to prevent a similar fraud in the future. The matter had also been reported to the police continued to investigate.

Paper Council/4/Q

83. Risk Management and Efficiency Committee

Received:

- (i) The Summary Risk Register
- (ii) The Key Risk Indicator Table and commentary on changes to the risk scores following the meeting of the Risk Management and Efficiency Committee on 15 February 2012.

Reported:

That the Strategic Risk Register had been reviewed in detail at the meeting of RMEC held on 15 February 2012. An increased risk score had been agreed for four risks, which had moved three risks in to the medium low risk category, and one risk into the medium high risk category. A new risk had been introduced which related to the Faculty of Health and Social Care Sciences. Risks scores had not yet been allocated to this risk. There had been considerable discussion with regard to INTO and the UNIC projects. Both projects had their own local risk registers.

It was noted that the risk 'C3: Failure to build and sustain collaborations that bring educational and enterprise benefits to SGUL', encompassed a wide range of collaborations. The score had been raised as it was considered that there were capacity issues, which would need to be addressed before further collaborations were undertaken.

Paper Council/4/R

Estates

84. Estates Committee

Received:

A report from the Chair of the Estates Committee.

Paper Council/4/S

Human Resources

85. Human Resources Committee

Received:

A report from the Chair of the Human Resources Committee.

Paper Council/4/T

HEFCE and other External Matters

86. 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/U

Matters for Report

87. Minutes of Meetings

Committee	Date of Meeting	Available from:
Audit Committee	28 February 2012	By email from s.trubshaw@sgul.ac.uk
Risk Management Committee	15 February 2012	By email from s.durkin@sgul.ac.uk
Finance Committee	1 March 2012	Paper Council/4/V
SPARC	14 December 2011 18 January 2012 22 February 2012	By email from s.trubshaw@sgul.ac.uk
Senate	27 February 2012	By email from d.baldwinson@sgul.ac.uk
Human Resources Committee	15 March 2012	By email from jmaughan@sgul.ac.uk

88. Matters for Report

Fitness to Study and Practise Hearing Committee

Reported:

That following a Hearing Committee appointed under the Fitness to Study and Practise Procedure it had been agreed that an MBBS5 student would receive a formal written warning regarding his conduct, to be retained on his student record indefinitely. In addition the student would receive structured mentoring during all remaining Final Year activities until the point of graduation.

In accordance with Paragraph 3.4.2 of the Procedure the findings and decisions of the Committee were reported to Council.

89. Actions by the Chair

90. Dates of meetings 2011-2014

Away Day 27 April 2012 at Senate House
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

ST/27 March 2012