

## **St George's, University of London**

### **Senate**

#### **Minutes (unreserved) of the meeting held on 10<sup>th</sup> June 2015**

Professor Peter Kopelman (Chair)

Dr Anthony Albert	Rob Churm	Nick Lock
Dr Rachel Allen	Dr Fran Gibson	Dr Iain MacPhee
Dr Iain Beith	Dr Steve Gillard	Dheemal Patel
Dr Jo Brown	Dr John Hammond	Dr Linda Perkins-Porras
Professor Deborah Bowman	Dr Vanessa Ho	Dr Suman Rice
Professor Nigel Brown	Dr Carwyn Hooper	Professor David Strachan
Dr Judith Cartwright	Dr Franklyn Howe	Dr Chris Tye
	Dr Soo-Hyun Kim	

In attendance:

Derek Baldwinson (minutes)	Dean Surtees
Dr Elizabeth Miles	Tim White

#### **1. Apologies**

Apologies for absence were received from Jeshni Amblum, Dr Val Collington, Professor Mark Fisher, Dr Julia Gale, Professor Juan Carlos Kaski, Professor Andy Kent, Jane Lindsay, Dr Jayne Marshall, Graham Morgan and Peter Woodford

#### **2. Minutes**

Received and approved:

The unreserved minutes of the Senate meeting held on 24<sup>th</sup> February 2015 subject to addition of Rob Churm to the list of Senate members who had sent apologies for absence.

Paper Senate/14-15/3/A

#### **3. Appointment of the Principal**

Received:

An oral report from the Principal on the appointment of his successor.

Reported:

That three applicants would be interviewed for the post of Principal and that the interview panel would include two academic members of Senate. Interviews had been scheduled and it was expected that an appointment would be made before the end of June 2015.

#### **4. Space Strategy**

Received:

An oral report from the Chair of the Space Strategy Committee (SSC) on the development of the 5 Year Space Strategy.

Reported:

- a) That the 5 Year Space Strategy had been agreed in principle by the Space Strategy Committee and implementation of the Strategy would commence shortly. Its key elements were:
  - The co-location of the Research Institutes in levels 1 and 2 of Jenner Wing.
  - The co-location of IMBE and the Faculty of Health, Social Care and Education on level 6 of Hunter Wing. Co-location was intended to foster joint working between IMBE and the Faculty.
  - Vacating Grosvenor Wing. This would result in an increase in revenue to SGUL of £400k.
  - Provision of teaching space in Jenner Wing to replace teaching space in GW2.
  - The re-location of the School of Radiography from Penrhyn Road to the Tooting Campus.
  - The possible use of the space in Grosvenor Wing vacated by FHSCE for additional lecture theatres or return to the Trust.
- b) That a task and finish group had been convened to develop a logistical plan to include timescales and decant arrangements.
- c) That the cost of implementing the Strategy was estimated to be £5m. The business case, which would require SPARC and Finance Committee approval, was being developed.
- d) That the development of the 5 Year Strategy had been enabled by the prior development of the Space Management Policy. Based on sector norms, the Policy set limits on the amount of space allocated to individual members of staff based on their seniority and role. The Policy enabled the same numbers of staff to be accommodated within a reduced footprint.
- e) That the development and implementation of the Space Strategy was complemented by the Teaching Capacity (TCaRP) review. TCaRP would identify SGUL's future needs for teaching accommodation.

Discussed:

- f) At the stage, it was anticipated that FHSCE might relocate to HW6 in December 2016. The task and finish group was considering whether this timescale was achievable.
- g) Outline plans were being finalised and when these are in place, detailed “desks and doors” plans would be developed and available for consultation. Staff would be consulted on these plans but at this stage they were not sufficiently advanced for consultation to be meaningful.
- h) Initial plans for HW6 included the provision of meeting rooms in part as a consequence of the removal of freezers from the 6<sup>th</sup> floor.
- i) The TCARP review was taking into account the way in which programmes might be delivered in the future to ensure that teaching room stock was compatible with the way in which teaching and learning strategies might evolve.

## **5. Strategic Plan 2015-2020**

Received:

From the Director of Strategic Planning, an oral report on the development of the Strategic Plan (2015-2020).

Reported:

- a) That the Plan had been gone through a number of editorial changes since it was reviewed in draft form by Senate in February 2015. These changes had been made in response to feedback emerging from the ongoing consultation process. Principle amongst these changes, the statements on research had been simplified and given a tighter focus by the interim Dean of Research. Other key elements of the Strategy were essentially the same.
- b) That implementation plans, targets and performance measures to underpin the Strategic Plan would be developed following debate at the Council away day. The final iteration of the Plan including implementation plans targets and performance measures would be presented to the joint SPARC-Senate meeting in July 2015.

Discussed:

- c) That, at institutional level, targets and performance measures would be articulated for each activity including education, research and enterprise activity. However it was open to the Research Institutes to develop targets and performance measures for individual researchers.

## **6. Draft Internationalisation Strategy (2015/16 to 2020/21)**

Received:

For discussion, from the Associate Dean International Education the draft Internationalisation Strategy (2015/16 to 2020/21).

Paper Senate/14-15/3/B

Reported:

- a) That the 2011-2015 International Strategy was the first occasion on which SGUL had articulated its strategic intention to give an international focus to its work by integrating current and future activity within a coherent strategy with clear objectives and implementation plans. In terms of the growth in student numbers, the 2011-15 Strategy had been a major success for the institution.
- b) That the draft 2015/16 to 2020/21 Internationalisation Strategy aimed to build on and extend the previous Strategy to offer a global experience to staff and students through partnership working.
- c) That following consideration at SPARC in June 2015 and at Council in July 2015, arrangements for the leadership, management and administrative support for key areas of the Strategy will be confirmed in summer 2015.
- d) Initial action plans will be developed over summer 2015 and agreed by International Committee in October 2015 to enable the Strategy to be enacted from October 2015.

Discussed:

- e) The opportunity for students to transfer from the BSc Biomedical Science programme to the MBBS was attractive to a number of home students and boosted recruitment to the programme. The quota limiting recruitment of international students to the “home” MBBS programme made it difficult to extend this opportunity to international BSc Biomedical Science students.

## **7. Athena Swan**

Received:

A report on SGUL’s Athena SWAN application for a Silver Award.

Paper Senate/14-15/3/C

Reported:

- a) That SGUL would delay its Silver Award application to November 2015 from April 2015. The additional time would enable SGUL to provide evidence that progress had been made in embedding the Athena Swan principles across SGUL in the period since the Bronze Award had been granted.
- b) That Ka-Ming Pang had been appointed as the Athena Swan Project Officer and her role was to support the Self-Assessment Team and facilitate the application process. Athena

SWAN leads had been identified with each institute to work with the Self-Assessment Team by facilitating communication between the Team and the Institutes.

## **8. Partnership working with St George's University Hospitals NHS Foundation Trust**

Received:

An oral report from the Principal on partnership working with St George's University Hospitals NHS Foundation Trust (SGFT)

Reported:

- a) That the two institutions had jointly constituted the St George's Joint Implementation Board (JIB) as a forum for identifying and carrying forward new initiatives for joint working that align with the strategic priorities of SGUL and SGFT. JIB was chaired alternately by the Chair of Council and the Chair of the Trust Board and had been meeting since June 2014.
- b) That a key area of activity at JIB had been the development of a joint brand to identify and emphasise key areas of joint working. A fresh logo and visual identity for the joint St George's has now been endorsed by the Joint Implementation Board.
- c) That historically, SGUL has met all utilities and service charges for its space even if a proportion of that space was occupied by Trust staff. Similarly, the Trust has met all utilities and service charges for its space even if that space was occupied by SGUL. SGUL and SGFT have now developed recharging agreements that will enable SGUL to levy a utilities and service charge for the SGUL space occupied by the Trust and vice versa. The recharging agreements were expected to improve SGUL's finances significantly.
- d) That SGUL and SGFT have jointly established a Cardiology Clinical Academic Group to raise the profile of cardiology in service delivery, research and education. A Chief of Cardiology and a General Manager will now be appointed to develop the detailed business case for the CAG. If the Cardiology Clinical Academic Group was successful, other clinical academic groupings might be established.
- e) That two chairs in Fetal Medicine have been appointed to start in August 2015. Their work has been funded by the Bill & Melinda Gates Foundation. Recruitment to a chair for the study of Ageing, partly funded by an endowment from the Eleanor Peel Trust, was also proceeding.
- f) That in terms of its finances, the Trust was in a challenging position in part as a consequence of the Lansley reforms. These had contributed to increased attendance at SGFT's A&E department. The Trust was commissioned to provide A&E services. However, when its commissioned numbers were exceeded, the tariff diminished by 2/3. Elective surgery had had to be cancelled to manage throughput in A&E resulting in

deterioration in the Trust's finances. The Trust had been forecasting a modest surplus for 2014-15 but it eventually reported a £16m deficit.

- g) That in view of the rapidity in the decline of the Trust's finances and its proximity to the foundation trust authorisation, Monitor launched an investigation of the Trust's finances. PwC was appointed by Monitor to carry out an accounting review to determine whether the Trust was in breach of its foundation trust licence. In addition, the Trust Board, with the support of Monitor, engaged KPMG to support the Trust in delivering a financial recovery programme and a strategy to ensure the sustainability of the Trust. Taking into account the cost improvements planned for 2015-16, the Trust was forecasting a deficit of £46m for 2015-16.
- h) That despite its challenging financial situation, the Trust had reaffirmed its commitment to joint working with SGUL to maintain quality in education and training and to sustain a collaborative research agenda.

#### **9. Faculty of Health, Social Care and Education (FHSCE)**

Received:

A report from the Dean on current issues and priorities in FHSCE.

Paper Senate/14-15/3/D

Reported:

- a) That Graham Morgan would be retiring as Head of School of Radiography in August 2015. Mr Morgan had made a significant and ensuring contribution to the Faculty, Kingston University and to SGUL over a number of years.
- b) That the BSc in Paramedic Science would recruit its first intake of students in September 2015. The delivery of the programme would be enhanced by the development of high quality skills and simulation facilities in Jenner Wing. The recruitment target was challenging and was expected to be difficult to achieve in view of the late confirmation of paramedic commissions.
- c) That in terms of the renewal of the workforce development contract, the Faculty had been awarded preferred provider status. However, the overall number of HEIs awarded workforce development contracts had increased and so the Faculty's income from these contracts may go down.

#### **10. International Education report**

Received:

A report from the Associate Dean for International Education on international education.

Paper Senate/14-15/3/E

Reported:

- a) That the GMC quality assurance team reviewing the international MBBS programme had revisited SGUL in December 2014. The team's written report was still awaited.
- b) That Dr Debasish Banerjee had been appointed as INTO-SGUL Higher Education Director. Dr Banerjee would take up the role on 1<sup>st</sup> August 2015.
- c) That additional clinical sites were needed to provide to provide P and F year placements to International MBBS students. Discussions were underway with four US schools.

## 11. Student Experience

Received:

A report from Academic Director of the Student Experience on current and planned initiatives.

Paper Senate/14-15/3/F

Reported:

- a) That the completion rate for NSS 2015 was 74%, down slightly on 2014.
- b) That the NSS working group had met throughout 2014-15 to analyse the 2014 results and develop improvement plans. The work of the group had been supported by theme-based task and finish groups.
- c) That Deloitte, SGUL's internal auditors, had carried out an audit of the student experience. The Deloitte audit report was awaited.
- d) That the *SGUL Change* project will be launched in 2015-16. *SGUL Change* was an initiative developed by Professor Bowman which invited students to contribute to and lead on projects that have the potential to improve the experience of some or all students at St George's.

## 12. Annual Programme Monitoring: 2013-14

Received and approved:

The report from the Quality Assurance and Enhancement Committee on the outcome of annual programme monitoring: session 2013-14.

Paper Senate/14-15/3/G

## 13. Academic Forum

Received:

A report from the meeting of the Academic Forum that took place on 18<sup>th</sup> May 2015.

Paper Senate/14-15/3/H

#### **14. Equality and Diversity Committee**

Received:

A report from the Equality and Diversity Committee.

Paper Senate/14-15/3/I

Reported:

- a) That Dr Rochelle Rowe had been appointed as SGUL's Equality and Diversity Adviser.
- b) That an updated Single Equality Scheme had been approved by Council in December 2014 and published on the SGUL website. The SES provided the framework within which SGUL met its obligations under equalities legislation.
- c) The interfaith forum had been reconstituted with Gavin Taylor in the chair. The reconstituted forum had met on 27 May 2015.

#### **15. BSc Paramedic Science and FdSc Paramedic Science**

Received and approved:

- a) The recommendation of the SGUL validation panel to approve the BSc Paramedic Science.

Paper Senate/14-15/3/I

Received and noted:

- b) The recommendation of the HCPC visitors to recommend approval of the BSc Paramedic Science subject to conditions.

Paper Senate/14-15/3/J

Noted:

- c) That the approval period of FdSc Paramedic Science had been extended to enable a further intake to the programme delivered in Gibraltar in September 2015. A final intake to the SECAMB 'In-Service' pathway will also be recruited in September 2015.

#### **16. MSci Biomedical Science**

Received and approved:

The recommendation of the SGUL validation panel to approve the MSci Biomedical Science.

Paper Senate/14-15/3/I

#### **17. General Regulations for Students and Programmes of Study**

Received and approved:

The General Regulations for 2015-2016.

Paper Senate/14-15/3/M

**18. Quality Manual**

Received and approved:

Amendments to the Quality Manual for 2015-2016.

Paper Senate/14-15/3/N

**19. External Examiner appointments**

Approved:

The appointment of Dr William Sutherland, University of Westminster, as external examiner for the INTO Foundation Certificate in Medical, Biomedical and Health Sciences for 2014-15.

**20. Programme Regulations**

Approved:

Amendments to the programme regulations for the MBBS and International MBBS programmes.

Paper Senate/14-15/3/O

**21. Chair's action**

Received and noted:

A report on actions taken by the Chair since the February 2015 meeting of Senate.

Paper Senate/14-15/3/P

**22. Dates of meetings in 2014-2015**

Tuesday 14 July 2015 - Joint Meeting with SPARC

All meetings will take place at 2pm in H2.5 and H2.6

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