

COUNCIL
Tuesday 08 July 2014

DRAFT UNCONFIRMED MINUTES

Present:

Sir Nicholas Montagu (Chairman)	Dr Paul Anderson	Professor Simon Gaskell
Elizabeth Hall (Vice-Chair)	Simon Linnett	Cheryl Mason
Bushra Nasir	Patricia Newton	Luke Savage
Professor Morag Shiach	Professor Richard Trembath	Anthony Walker
Professor Mike Watkinson	David Willis	

In attendance:

Ali Jawad	Jonathan Morgan	Dola Osilaja
Jane Pallant (Interim Secretary)	Chris Pearson (item 13)	Mike Shore-Nye
Hayley Simpson	Jane Tirard	Professor Geraint Wiggins

Apologies:

Kath Barrow	Dr Veronique Bouchet	Professor Mark Caulfield
Professor Raymond Kuhn	Richard Learwood	John Yard

Part 1: Preliminary Items

Minutes: 27 May 2014 (Paper QM2013/73)

2013.101 Council **confirmed** the confidential and non-confidential minutes of the meeting held on 27th May 2014.

Matters Arising (Paper QM2013/74)

2013.102 Council **noted** the Matters Arising from minutes of the meeting held on 27th May 2014.

QMUL Strategy (Paper QM2013/60)

Minute 2013.089 [h]

The new Strategy had been circulated to all staff on Tuesday 3rd June by means of an all-staff email including an introductory video by the Principal.

Council members had received the new Strategy as an appendix to the President and Principal's report for Council meeting on 27th May, but had not

seen the introductory video. A link to the video would therefore be included in the Council weekly update on Friday 11th July.

HEFCE Annual Assessment of Risk (Paper QM2013/63)

Minute 2013.091

The Treasurer confirmed that the Finance and Investment Committee would consider the comments made by HEFCE in its Annual Assessment of Risk, and would circulate a response to members of Council.

The response was included in the Finance and Investment Committee report for the meeting.

Chairman's Opening Remarks (Oral Report)

2013.103 The Chairman:

- [a] Welcomed Jonathan Morgan who was observing the meeting and would join QMUL on 14 July 2014 as Academic Registrar and Council Secretary.
- [b] Also welcomed both Dola Osilaja and Professor Geraint Wiggins who were observing the meeting as part of their induction as new members of Council.
- [c] Thanked this year's Sabbatical Officers and congratulated them on their outstanding work throughout 2013-14.
- [d] Thanked Professor Mike Watkinson for his contributions to Council as the elected staff member from the Faculty of Science and Engineering (S&E); and, in his absence, Professor Mark Caulfield for his contributions as the elected Cross-Faculty member of staff.
- [e] Thanked Tony Walker, a Drapers' nominee, who had gone above and beyond what was required of a member in both his role as Chair of the QMSU Services Ltd. Board of Trustees and in his consistent willingness to support QMUL in other activities.
- [f] Informed Council members that he planned to step down early as Chair of the Committee of University Chairs (CUC), most likely at the beginning of 2015.

In addition, the following points were made:

Members agreed it was a good idea to invite the new QMSU President and any newly elected members of staff to the final meeting of Council in the academic year preceding their first term of office, and requested that this practice should continue in future years.

A dinner was planned for 22nd September to thank Tony Walker, Professor Mike Watkinson, Professor Mark Caulfield and David Thomas for their tireless efforts and contributions to Queen Mary Council.

Dr Mark Pegg had resigned as Chief Executive of the Leadership Foundation and an announcement about his replacement was expected shortly.

President and Principal's Report (Paper QM2013/76)

2013.104 Council **received** the President and Principal's Report which had been circulated by email on 4th July 2014.

2013.105 The President and Principal **said** that:

[a] The student recruitment position was complete in terms of applications received; a continuing focus is to convert applications into enrolments. While there were questions about the capacity of Science and Engineering to accommodate the 20% increase in applications, it could enable the Faculty to increase its entry standards in the future. In addition, improvements to the Fogg Building and the Physics Building would alleviate the pressure on space. Recruitment would be reviewed in detail at the Planning Conference in September.

[b] Despite pressure, the £15m projected operating surplus for the year remained a realistic target.

[c] The new Strategic Plan was launched to staff at QMUL on 3rd June after incorporating Council members' feedback and suggestions at the Council meeting on 27th May. The launch of the microsite and additional linked content was planned for September 2014.

Minutes 2013.105 [d - h] are confidential

[i] A range of activities were under way to broaden our students' experience during their time at QMUL, reflecting a new focus on "widening opportunity". These included significant plans to enhance employability.

[j] The Drapers' Academy had received permission to undertake the work necessary to establish a primary school that would sit under the same overarching management and governance structure.

[k] QMUL had been required to submit a report on the serious hacking incident to the Information Commissioner's Office. The university had fully cooperated with the ICO and hoped that they would take account of the transparent approach, immediate response and action-plan when deliberating whether to issue a fine or censure.

[l] The President and Principal's East Asia trip had yielded positive results, including a probable significant financial donation in support of the Life Sciences initiative.

[m] Discussions with the Shanghai University of Finance and Economics (SUFU) indicated a clear enthusiasm to move forward with the opportunity to establish a Confucius Institute at QMUL. Hanban, the Chinese government body which sponsors institutes outside China in

partnership with a Chinese institution, was positive about the potential development and QMUL could expect its support.

- [n] The university remained alert to the controversies about Confucius Institutes, but the President and Principal believed the establishment of a Confucius Institute would be a positive development for QMUL, if handled appropriately.
- [o] On visa regulations, QMUL aimed to mitigate risk to its highly trusted sponsor status through its policy and procedures for sponsoring Tier 4 students. It was possible that there could be further changes over the coming months, but this was speculative and QMUL would respond as necessary to maximise the potential benefits of any changes.

QMSU President's Report (Paper QM2013/76)

2013.106 Council **received** the QMSU President's Report.

2013.107 The Vice-President (Barts and the London) said:

- [a] The Students' Union was on track to achieve its target £25k surplus by maintaining its Strategic Plan and continued support of services. A major programme of restructuring and service improvement was under way, which should yield results within three years.
- [b] The Union had achieved its full Sport England bid for £178k over three years. These funds would help to increase access to regular activity and recreational sport as well as supplementing the existing 'Get Active Program', and would support a student intern position to drive communication and engagement.
- [c] The Union was in the final stage of discussions about usage of sports centres, including the Olympic park Aquatic centre, to improve the range of sports offered to students and with the intention of achieving wider engagement.
- [d] Membership of Qmotion continued to grow and a competitive tender for new gym equipment had been completed which would improve the service provided and help accommodate the increase in members.
- [e] A range of activities and meetings were planned for the end of July as part of the transition plan for incoming sabbatical officers and this would include meetings with some members of Council.
- [f] The Vice-President thanked Tony Walker on behalf of QMSU for his invaluable contributions as Chair of the QMSU Services Ltd. Board of Trustees. The announcement of the new Chair was imminent and QMSU was confident in its selection.
- [g] The Union was looking to expand on the successful pilot of the discipline-based Volunteering scheme with the School of Dentistry by rolling out across other Schools at QMUL. Implementation of the

Volunteering scheme in the School of Dentistry was simpler than it might be elsewhere as Disclosure and Barring Service (DBS) checks were a requirement of students. The Vice-President invited Council members to comment on the scheme and to propose any potential suitable partnerships. The Union had considered and not eliminated approaching local schools as an option but was aware it would be the Union's responsibility to arrange the necessary DBS checks.

[h] The VP Education was waiting for further confirmation about QMSU's bid to the Queen Mary Annual Fund to contribute to an initial pilot to support the visit of BUPT students to QMUL in January 2015.

[i] The change plan for the Griff Inn bar at the Whitechapel campus had improved usage. The Union planned to reflect student feedback into its venues.

Part 2: Performance review

Vice-Principal's Report (Paper QM2013/77)

2013.108 Council **received** a report and presentation from the Vice-Principal (School of Medicine and Dentistry). The following points were noted:

[a] Commitment to the Life Sciences initiative was central to the School's strategy and the School had further consolidated relationships with a number of leading partnerships which might play a significant part in the development of the initiative, including Barts Health, UCLPartners Academic Health Science Centre, and Global Medical Excellence Cluster (GMEC). The School was recognised for its contributions to vehicles for global health acceleration such as the recent development of MedCity. It was important to seek to maintain a strong programme in clinical academic development, the funding for which would need to be supported by the NHS. Ensuring expertise in informatics and analysis of data would be fundamental to the initiative and were therefore a high priority.

[b] Some of the key initiatives on the SMD's agenda this year included funding for asthma research, and medical informatics research at the Farr Institute in partnership with UCL. Genetics and expertise in experimental medicine were two cross cutting themes which were particularly well represented.

[c] QMUL was ranked 10th in the world for medical sciences in the Leiden Rankings, which measured the scientific performance of 750 major universities worldwide. In addition, whilst the already large School continued to grow, the School's NSS overall satisfaction scores remained consistently positive and the latest scores stood at 96% for Medical students and 93% for Dental students

[d] There were notable achievements in the SMD's staff and student body. Examples of recent highlights included external awards for three of the

School's early-career research staff, and two Senior Investigator appointments from the National Institute for Health Research (NIHR) to a prestigious body of approximately 200 researchers.

- [e] One of the most significant challenges faced by the SMD was driven by the need to maintain excellent research, which was contingent on increasing overall income and investment in research. The Charterhouse Square campus was likely to need significant investment in the near future.
- [f] The SMD had made steady growth and anticipated a £141m income at the end of the year. Around 45% of this reflected direct research awards which presented expected associated costs relating to undertaking and expenditure. The SMD had a challenging surplus target of 14% for 2014-15. The issue of achieving this was not limited to QMUL alone and its competitors faced similar challenges owing to caps on student numbers.
- [g] There had been a school-wide consultation during the restructure in 2011-12 with a view to identify where the School needed to diversify, and the responses indicated a need for greater breadth. This inspired the School to consider further opportunities for medicine and dentistry during an external review at the end of 2012-13. The School was aiming for expertise in Population Health science and hoped this would support the Life Sciences initiative.
- [h] The proposed delivery of the MBBS in Malta was still in the development phase and there would be an opportunity for members to discuss this at a future meeting of Council.
- [i] There had been a reduction in the number of students in 2013-14 and there were concerns about how this would affect the School next year. The Vice-Principal said the School's student number cap had been reduced in the last two years but that it remained the same for next year. In addition, there were regular discussions with the Medical Schools' Council about the impact of reduced numbers. There was a possibility that the cap on international students may be removed in future, which would be of great interest and potential advantage to the SMD.
- [j] Barts Health Trust's (BHT) and QMUL's membership of UCL Partners had facilitated negotiations around the consolidation of cardiac clinical facilities and research. The proposal was to relocate services from the Heart Hospital, part of University College Hospital Trust, to the BHT site at West Smithfield. Relocating an NHS facility required significant effort and the fact that the NHS was contributing c. £39m to the proposal was a key factor in the delays. Though UCLP Managing Director Sir David Fish had not yet received formal approval, the general feeling was optimistic and a formal decision was expected at an NHS England meeting planned for 14th July.
- [k] It would be important to mitigate any risks associated with related discussions concerning cancer treatments and research. A co-

location might conversely improve both cancer care and cardiovascular activity.

Ethical Map and Values statements (Paper QM2013/78)

2013.109 Council **received** a paper on the development of an Ethical Map and the statement of QMUL values. The following points were made:

[a] The paper was a work in progress but was unsatisfactory in its current format and more work was required, including a greater emphasis on equality and diversity and a review of the values statement.

[b] The President and Principal and Vice-Chairman of Council agreed to review progress so far and develop a new draft for consideration by Council.

Actions: President and Principal [b]
Vice-Chairman of Council [b]

Risk register (Paper QM2013/79)

2013.110 Council members **approved** the new strategic risk register The following points were made:

[a] The key amendments related to logical regrouping and reduction of risks following advice from a KPMG internal audit, and to changes to residual risks in order to highlight QMUL's current position and coded identification of controls in place.

[b] The risks and controls were expected to change, as risk registers are not static in nature and this would be reflected using arrows to show whether QMUL was delivering mitigations. There were some outstanding points, but overall the progress made was positive. The register would be modified upon application as necessary.

[c] The intention was to roll out the risk-register template across QMUL. Schools, Institutes, Faculties and Professional Services (SIFP) would be required to filter the risk areas into local relevant risk descriptors, and feed upwards to the Strategic Risk Register. An online tool was planned to support the launch.

[d] The risk register did not currently cover target risk after controls were in place. The Audit and Risk Committee had discussed this topic at a recent meeting and would revisit it but, for now, the objective was not to eliminate risk, rather to learn how to balance it.

[e] The freedom given SIFP to state their risk areas in the new register was sensible as it addressed issues of misalignment which had occurred in the previous register.

2014-15 Current Financial Position (Paper QM2013/65)

2014-07-08 Council unconfirmed non-confidential minutes

2013.111 *Minute 2013.111 is confidential.*

Part 3: Legislative and Conformance Issues

Treatment of QMB Innovation Centre (Paper QM2013/81)

2013.112 Council **approved** a statement enabling the QMB Innovation Centre to receive the same treatment in the 13/14 accounts as in previous years.

HEFCE Annual Accountability Return (Paper QM2013/82)

2013.113 *Minute 2013.113 is confidential.*

Updates to the Ordinances (Paper QM2013/83)

2013.114 Council **approved** a paper including updates to Ordinance A and Ordinance B, subject to correct and consistent use of the agreed job title 'President and Principal'. The following points were noted in discussion:

[a] Revisions to Ordinance A included a full description of the formal descriptions of the new academic dress in time for graduation ceremonies which would begin on 14th July, and an amendment to enable academic and senior professional staff to wear the QMUL academic dress that corresponded to their own degree.

[b] The term 'Academic-related staff' would be replaced with 'Senior Professional staff'.

Minute 2013.113 [c] and [d] are confidential.

Governance Committee report and proposals for 2014/15 (Paper QM2013/84)

2013.115 Council **approved** the Terms of Reference and Membership 2014-15 for Audit and Risk Committee, Finance and Investment Committee, Governance Committee, Honorary Degrees and Fellowships Committee and the Membership 2014-15 for Remuneration Committee. The following points were noted in discussion:

[a] Co-opted Finance and Investment Committee member Alec McNeill had resigned from the Committee on 22nd June with immediate effect. Discussions about a potential replacement would take place outside the meeting.

[b] Council approved an amendment in advance of the next meeting of Audit and Risk Committee to the Committee's Terms of Reference, which would now include a reference about the requirement to review internal and external auditors, with the wording and frequency to be confirmed at the Committee meeting on 10th September.

[c] Owing to the amended Terms of Reference for Governance Committee, the Council Secretariat would invite the elected academic staff members to nominate themselves for the vacancy left by

departing member Professor Mark Caulfield from 1 October.

Actions: Council Secretariat [c]

2013.116 Council **approved** the appointment of Patricia Newton to fill the vacancy available on Remuneration Committee with immediate effect.

2013.117 Council **approved** the proposed amendments to the role profiles for Chairman of Council, Member of Council and Treasurer.

Annual review and update of Financial Regulations and Scheme of Delegation of Financial Authority (Paper QM2013/85)

2013.118 Council **approved** updates to the Financial Regulations and Scheme of Delegation of Financial Authority.

Part 4: Other Matters for Report

Audit and Risk Committee report (Paper QM2013/86)

2013.119 Council **noted** the Executive Summary of the meeting held on 4th June 2014.

Finance and Investment Committee (Paper QM2013/87)

2013.120 Council **noted** the Executive Summary of the meeting held on 17th June 2014, and the Finance and Investment Committee's response to the HEFCE Annual Assessment of Risk.

Minute 2013.121 is confidential.

Senate Executive Summary Committee (Paper QM2013/88)

2013.122 Council **noted** the Executive Summary of the meeting held on 12th June 2014

Use of the College Seal and Chairman's Action (Paper QM2013/89)

2013.123 Council **noted** a paper detailing the use of the Common Seal of the College.

Draft Agenda for next meeting

2013.124 Council **noted** the draft agenda for the next meeting on 28th October 2014.

Meeting assessment:

Dates of meetings 2014-15:

- Tuesday 28 October 2014, 1700 hours, Colette Bowe Room
- Tuesday 25 November 2014, 1700 hours, Colette Bowe Room
- Tuesday 10 February 2015, 1700 hours, Colette Bowe Room
- Tuesday 31 March 2015, 1700 hours, tbc
- Tuesday 19 May 2015, 1700 hours, Colette Bowe Room
- Tuesday 30 June 2015, 1700 hours, Colette Bowe Room