

## UCL Partners Board

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Tuesday 16 June 2015, 16.30-18.30

UCL Partners Boardroom

3<sup>rd</sup> Floor, 170 Tottenham Court Road

Present:                   Ajay Kakkar (Chair)  
                              Michael Arthur  
                              Elizabeth Chidgey  
                              Dominic Dodd  
                              David Fish  
                              Dennis Gillings  
                              Martin McKee  
                              Richard Murley  
                              Andrew Nebel  
                              Clifford Prior  
                              John Tooke  
                              Richard Trembath  
                              Philip Wright

Apologies:               Tessa Blackstone  
                              Stephen Field  
                              Simon Gaskell

In attendance:         Helen Jameson  
                              Diana Rawstron

### **1.    Declarations**

There were no additional declarations of interest.

### **2.    Minutes**

The minutes of the meeting held on 21 April 2015 were approved and signed.

### **3.    Nominations and Remuneration Committee**

Dominic Dodd put forward new terms of reference for a separate Nominations

Committee and for the Remuneration Committee which were approved.

#### **4. Audit and Risk**

Richard Murley reported that the Audit Committee, acting under powers delegated at the April Board meeting, had approved the financial statements for the year ended 30 March 2015 and the letter of representation both of which had been signed.

The Board approved the scheme for financial delegation, the reserves strategy and adopted the Treasury Policy recommended by Monitor with a limit of £2m with any one Bank.

The Board renewed the appointment the auditor (Richard Durnford & Co) for a further year.

#### **5. Articles of Association**

The Board approved amendments to the Articles of Association:

- (a) to remove the provision for alternate directors (Article 10)
- (b) to provide for a Nominations Committee made up of one representative of each Partner and chaired by the Chairperson of UCL Partners Ltd to make recommendations to the Board for director appointments (Article 11).
- (c) to amend the provision for disqualification of directors in accordance with; the Mental Health (Discrimination) Act 2013 (Article 12)

It was resolved that a written resolution should be circulated to the Partners with the amended Articles and the Board recommendation that they be approved.

#### **6. Managing Director's Report**

The Board received the UCL Partners Annual Report 2014/2015 which was approved and the AHSC and AHSN business plans for 2015/2016.

In 2015/2016 UCL Partners will focus on delivery across the six Academic Medical Centres (cancer, cardiovascular disease, child health, eyes and vision, infection, immunity and inflammation and neuro science) and the three themes of the AHSN (capability, innovation and science transformation) as well as UCL Partner's sustainability. Each theme has an accountable lead and strategic objectives to deliver against.

Progress will be tracked through the year and delivery will be marked in a simple red, amber, green (RAG) rating. This will be provided to the Board for review at

each meeting with a brief supporting commentary.

The four priorities for 2015/2016 are:

- (a) Delivering the reconfiguration of specialist cancer and cardiac services to reduce the inequality in mortality rates in the region compared to the rest of the country.
- (b) Developing programmes to address the challenges in providing mental health services for children and young people.
- (c) Creating a framework for providers to better support primary care.
- (d) Helping partner contribute towards the £22bn shortfall in NHS funding.

It was suggested that consideration should be given to commissioning arrangements and the relationship of UCL Partners with primary care providers.

## **7. AHSC Update**

John Tooke presented the NIHR AHSC Annual Report 2014/2015.

Since accreditation, the AHSC had established the six Academic Medical Centres and was developing plans to integrate 4P medicine (pre-emptive, predictive, personalised and participating) into AMC Strategies.

The aspiration is to achieve world class status in all six areas. The known determinants of highly impactful research are:

- (a) the research is closely informed by clinical need;
- (b) close links between basic and clinical science;
- (c) interdisciplinarity;
- (d) inter-institutional collaboration; and
- (e) close links with industry.

The Translational Research Office facilitates the translation of basic and clinical research into therapeutic treatments. The TRO Industry Partnership Managers are working with the AMC chairs to develop and implement their strategic plans.

The Partnerships and Projects Office supports major strategic projects such as the development of the various joint institutes which are integral to the 6 AMCs.

Examples of progress against projects include:

- (a) New Institute of Immunity and Transplantation (UCL, RF Charity and RFT) – planning permission granted by Camden Council in February 2015;

- (b) Centre for Research into Rare Diseases in Children (GOSH and UCL) – building work to start early 2016 with scheduled completion in February 2018; and
- (c) Development of Queen Square House for joint work in dementia and neuro science (UCL, GOSH and UCLH).

Other elements of the strategy to enhance research quality include:

- (a) setting high entry thresholds in terms of academic credentials for the new institutes;
- (b) increasing the research performance of academic staff through appraisal, staff development, review of grant applications and performance management;
- (c) appointing the majority of staff on competitively won blue chip Fellowship/Senior Fellowships.

The programme Chairs had a specific directive to identify areas of research where there is a real prospect of accelerating translation in advance of the next REF exercise. There is close involvement with the Governments Accelerating Access Review.

All these approaches should lead to a reduction in the time between discovery and patent.

The Board also received and noted a report on Progress against AMC Programme objectives and an update on the joint cardiovascular AMC.

Lord Kakkar paid tribute to John Tooke (who would retire from UCL at the end of the academic year) and to Richard Trembath (who had been appointed Executive Dean for Life Services and Medicine at KCL with effect from 1 September).

## **8. Date of the next meeting**

Tuesday 20 October 2015 16.00-18.00

CHAIR