

MINUTES OF THE PROCEEDINGS

at the Forty-first Meeting of the

COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Forty-first Meeting of the Council was held in the Common Room, the Physics Department, The Blackett Laboratory, South Kensington Campus, Imperial College London, at 10:00 a.m. on Friday 15 May 2015, when there were present:

The Baroness Manningham-Buller (Chair), Professor A. Anandalingam, Dame Ruth Carnall, Mr. C. Brinsmead, Mr. I. Conn, Mr. J. Cullen, Sir Philip Dilley, Professor N. Gooderham, Professor Dame Julia Higgins, Ms. J.R. Lomax, Professor J. Magee, Mr. J. Newsum, Mr. S. Newton, Mr. M. Sanderson, Professor G. Sreaton, Professor J. Stirling, Professor T. Welton, the President and the Clerk to the Court and Council.

Apologies

Mr. T. Wheeler

In attendance

The Assistant Clerk to the Court and Council.

WELCOME

The Chair welcomed the new Dean of the Faculty of Medicine, Professor Gavin Sreaton, to his first meeting of the Council.

CHALLENGES FACING THE FACULTY OF NATURAL SCIENCES

1. The Council received a presentation from the Dean of the Faculty of Natural Sciences, Professor Tom Welton, on the challenges facing the Faculty in research, teaching and infrastructure. The Faculty was in a strong position and had world class departments. The move of the Chemistry department to the Imperial West Campus would allow it to grow and develop more interdisciplinary work. However, Professor Welton acknowledged that there was still significant room for improvement. The Faculty was focusing on maintaining excellence in research and some departments would need to improve their performance in the Research Excellence Framework. He was also focusing on improving the student experience, and in particular improving feedback to students based on the results from the

annual NSS survey. The London location was both a help and a hindrance. While the Faculty had no problems in recruiting young researchers from across the globe, those with young families found moving to London difficult because of housing costs.

2. Another challenge for the Faculty was its estate and facilities. Several buildings were now in need of refurbishment, and the move of Chemistry would make it easier to schedule and manage a gradual programme of refurbishment to overhaul and update all the Faculty's buildings. While he felt he could deliver improvements on staff and student issues, Professor Welton said he would need help in finding the funding to address these estates issues.
3. Having less modern facilities also impacted on the student experience. Over the last 2 – 3 years, the Faculty had been delivering a number of practical improvements to the way its courses were managed and delivered, but so far without a significant impact on the NSS scores. The majority of students enjoyed their time at College, and were inspired to return for postgraduate study. Many would also go on to become post-docs and eventually academics. However, there were some who did not gain the same sense of belonging; it was important that the experience for these students was just as fulfilling. One way in which the College could assist students who decided not to go into academia was to improve their employability. To this end, Professor Welton said he wanted all students to have the opportunity to do an industrial placement during their degree. With regard to the REF performance, Professor Welton said that the best strategy was for the Faculty to continue to undertake world-leading research, rather than changing its approach simply to match in with REF criteria.
3. Professor Welton was asked if the Faculty had considered other means of assessing the student experience, such as exit interviews or focus groups. This might provide it with richer feedback than one-off surveys. The Faculty did not do so as yet, but he agreed these were options that were worth exploring.

MINUTES

Council – 12 February 2015

4. The Minutes of the fortieth meeting of the Council, held on Thursday 12 February 2015, were taken as read, confirmed and signed.

CHAIR'S REPORT

5. The Chair congratulated Professor Dame Julia Higgins on her recent appointment as the President elect of the Institute of Physics. She then reported on the recent visit to the

College by the House of Lords Science and Technology Committee, which she had hosted. The visit had been very well received by the Committee members, who had been excited by the work at the College. She hoped it would be possible to arrange a similar visit for the House of Commons Science and Technology Committee.

6. The Chair thanked members for agreeing the appointment of Sir Philip Dilley by correspondence and reminded the Council that his appointment should now be ratified formally.

Resolved:

That the appointment of Sir Philip Dilley as Chair of the Council and of the Court with effect from 18 May 2015, that was approved by correspondence on 10 March 2015, be confirmed.

PRESIDENT'S REPORT

7. Echoing the Chair's report, the President said that the visit by the House of Lords Science and Technology Committee had been very successful. In advance of that visit a key facts sheet about the College had been produced. Copies of this had also been sent to the newly elected MPs in the College constituencies, and a copy had been tabled for members' information. Members agreed this was helpful, and asked if they could have a professionally printed version that they could use when asked about the College.
8. The President then said that the College had participated in the UK-wide Mental Health Awareness Week, with a number of events and activities highlighting the issues of mental health and with a particular emphasis on removing the stigma of mental health.
9. The President then reminded the Council that the College had put the Teddington Sports Ground up for sale, and she asked the Chief Financial Officer, Muir Sanderson, to update members. Mr. Sanderson reported that the College had been set to agree a sale which would have seen the site purchased by more than one party for their individual uses. However, the College had, in the last few days, received a new and substantially higher bid for the whole property from another buyer. The prospective purchaser was prepared to agree to an unconditional sale for the whole of the site. Although the final decision to accept the offer would be made by the Endowment Board, Mr. Sanderson said he wanted to make sure the Council was comfortable with the proposed approach. The Council agreed that it had a responsibility as an exempt charity to obtain the best price for the sale of any assets, and that the substantially higher price that could now be achieved was a key factor. The Council agreed that the Endowment Board should make the final decision on which bid to accept, but that the primary factor should be obtaining the best possible price for the Teddington site.

10. Moving on, the President said that the President's Board had been reviewing the College's international strategy, and in particular how to coordinate overseas visits to provide best value in terms of alumni events and also meetings with new advancement prospects. The President said she was also keen to involve more academics in alumni events. She had recently travelled to India and met with a number of alumni. Many of them were disappointed that their children were going to US universities, rather than to the UK, and were interested in seeing a higher profile for Imperial in India. Finally, she said that the World Economic Forum was very keen for Imperial to play a more prominent role in Davos, and she would be taking this forward.

PROVOST'S REPORT

11. The Provost, Professor James Stirling, reported that the inquest into the death of Professor Stefan Grimm had been held on 7 April 2015. The inquest concluded that Professor Grimm had taken his own life. The College's Director of HR, Louise Lindsay, had attended, and answered questions relating to Professor Grimm's work at the College. The Coroner, in his brief concluding remarks, noted that he hoped the end of the inquest would allow all parties to draw a line under the event and move on. The College had approved and begun implementing the recommendations from the internal report into the circumstances of Professor Grimm's death to strengthen and expand the procedures in place around performance management, and to provide more support for staff going through these processes. The Provost's Board had also agreed to commission a consultation and review on the application of performance metrics within College, to be led by Professor Stephen Richardson.
12. The Provost then reported that the purchase of the Post Office building from the Science Museum for £30m had been completed on 24th April. The College had agreed a phased occupation plan with the Science Museum, with the majority of the space to be occupied in October 2016, and the remaining area following in April 2018. The building would be a fitting home for the new Dyson School of Design Engineering, which had been launched publicly by George Osborne and Sir James Dyson during a visit to the College on 23rd March. The Dean of the Faculty of Engineering, Professor Magee, said that the School of Design Engineering was an exciting growth area for the College, which built on existing collaborative work with the Royal College of Art. The School would welcome its first 40 undergraduate students in October, 40% of whom would hopefully be female, a pleasingly high percentage for an engineering degree course.
13. Professor Stirling then reported that the British Union of Anti-Vivisectionists (BUAV), which had published a number of allegations about animal care at the College following its infiltration of one of the College's facilities, had been given permission to proceed to full judicial review proceedings against the Home Office in relation to its investigation of the incident, which had found no evidence to support the vast majority of BUAV's allegations.

Following legal advice, the College had decided not to become involved in the action, as an 'interested party'. Although the judicial review would concentrate on the conduct of the Home Office, it was possible that this would bring the story into the public eye once again. If the Home Office investigation was found to have been deficient, it was possible that the original investigation might be re-opened, or the original sanctions revisited. More positively, he reported that a successful stakeholder event had been held at the College on 24th February, with around 100 people from the animal research community attending a number of talks at the College. This, along with the publication the first Annual Report on animal research, was a big step forward in the College's commitment to openness and transparency. Both had been well received by the Home Office.

14. Professor Stirling welcomed the election of Professor Richard Thomas from the Department of Mathematics, and Professor David Phillips from the Department of Chemistry, as Fellows of the Royal Society. Jeremy Farrar, Director of the Wellcome Trust, and Sir James Dyson had also been elected as Fellows. Internationally, Professor Russell Lande from the Department of Life Sciences had recently been elected to the US National Academy of Sciences.
15. Professor Stirling was also pleased to announce that Aeronautics had received a Bronze Award in the recent Athena Swan Awards, while Medicine had progressed to a Silver from a Bronze Award. This meant that there were now only have five College departments without an Athena award. All five planned to apply this year.
16. Professor Stirling reported that the College's bid to the Research Partnership Investment Fund (RPIF) for £35m towards the building costs of the Michael Uren Biomedical Engineering Research Hub had not been successful. It was understood that the College's bid was perceived as too large in scale, particularly in the context of the £35m Imperial received from the RPIF in 2012, even though the research excellence of the bid had not been in doubt. Professor Stirling said that, despite this disappointing news, the Michael Uren Hub project would continue, and the building would be built, albeit within a revised cost envelope. Michael Uren and the Trustees of his Foundation had been kept up to date with developments, and were supportive of the College's approach.

STRATEGIC PLAN (PAPER A)

17. The President introduced Paper A and she commented on the changes made to the Strategy after the Council's Away Day in February, and consultation with various staff and stakeholder groups in College. The consultation with staff had been well received, with over 600 comments submitted by staff at all levels. The Students' Union had also submitted a very thoughtful response to the strategy. Many of these comments and suggestions from staff and students had been reflected in the revised strategy. At this stage, the President wanted to focus on the strategy's implementation, and on how to gain

a sense of ownership in the strategy across the whole College. The President's Board would also consider how to implement the strategy with their units fostering a sense of collaboration and contribution at all levels. To this end the President's Board would be emphasising how College activities and priorities were linked directly to the strategy.

18. The Council welcomed the draft strategy document, which was a considerable improvement on previous strategies. It was noted that the section on excellence included clear definitions of the College's view of excellence under each heading. The assessment of the College's own performance against each of these criteria provided a degree of transparency about the challenges facing the College. However, it was agreed that the column giving the one-off snapshot of the College's current performance should not be included in the five year strategy, as this information would become out-of-date and would be better used for internal assessment each year.
19. The Council noted that the text was now substantially finalised, while elements of the design were still being refined and would be subject to further revision. On this basis, the Council approved the strategy.

Resolved:

That the College Strategy 2015-2020, as set out in Paper A, be approved with the refinements discussed.

NOMINATIONS COMMITTEE REPORT

20. Sir Philip Dilley advised the Council that the Nominations Committee had met that morning to consider candidates for appointment to the Council, with the aim of appointing three new members by 1 October 2015. The Committee had agreed that the particular priority expertise areas for new members should be: Property/Estates Development; Financial/Business/Investment; Innovation/Entrepreneurship; and, Higher Education. Sir Philip reported that the Committee had agreed a shortlist of six potential candidates. The Council agreed that the Chair elect and the President should discuss membership of the Council and of its committees with the six shortlisted candidates, to ascertain their willingness to serve on the Council.
21. Sir Philip Dilley then reported that the Nominations Committee's recommendation for the reappointment of current members of the Council and also for appointment to Council committees. The remaining vacancies on Council committees would be reviewed by the Nominations Committee following the appointment of new members to the Council.

Resolved:

- (i) **That Mr Iain Conn be re-appointed as a member of the Council for a second term of office of four years with effect from 1 October 2015.**
- (ii) **That Mr Nick Moakes be appointed as the Chairman of the Endowment Board in succession to Mr Stewart Newton with immediate effect.**
- (iii) **That Mr John Cullen be appointed as a member of the Risk Committee with immediate effect.**

AMENDMENTS TO COLLEGE CHARITABLE TRUSTS (PAPER B)

- 22. The Clerk, John Neilson, presented Paper B and said that the revisions to the trusts set out in paper B were proposed to remove discriminatory criteria which would be in breach of the Equality Act 2010.
- 23. While members supported fully the removal of discriminatory criteria with reference to gender, age and race discrimination, there was some concern that the proposed removal of other criteria which might refer to a grant recipient's nationality or geographical location might be more restrictive than was required to comply with the Act. It was felt that the proposed application of equalities legislation might be off-putting for some donors, and it was asked whether there might be any additional scope for flexibility in reviewing Trust terms, for example, by expressing a preference for students from a particular area, provided there was no absolute restriction on who could apply for the scholarship or bursary. The Clerk agreed to obtain further legal advice on these points.

REVISIONS TO THE ENDOWMENT BOARD TERMS OF REFERENCE (PAPER C)

- 24. Mr. Neilson presented Paper C and reported that the proposed revisions to the Endowment Board's terms of reference were required because Nick Moakes, who had been appointed as Chair of the Board in succession to Stewart Newton, was not willing also to be a member of the Council. In order to maintain the link between the Board and the Council, it was suggested that paragraph 10.c. of Ordinance F1 should also be amended to provide for "*at least one and up to three other external members of the Council, appointed by the Council*" as members of the Endowment Board.

Resolved:

That, subject to the additional amendment noted above, the revisions to the composition of the Endowment Board and the proposed amendments Ordinance F1, as set out in Paper C, be

approved.

REVISIONS TO THE STAFF ORDINANCES (PAPER D)

25. Introducing Paper D Mr Neilson noted that various changes to the staff ordinances were required to bring these in line with employment legislation. This included the introduction of a new capability process. The College had been in discussion with the University and College Union on these changes since 2013, and negotiations with the UCU had finally concluded in March 2015.

Resolved:

That the Staff Ordinances; D7, General Provisions; D8, the Disciplinary Procedure; D10, Non-Substantive Posts; D11, Redundacy; D12, Incapacity on Health Grounds; D13, Fixed Term Appointments; D14, Probation; D15, Dismissal on 'Other Grounds'; D16, Clinical Staff; and D19, Capability, as set out in Paper D, be approved.

SENATE REPORT (PAPER E)

26. Mr Neilson presented Paper D, which included proposals to revise the constitution of the Senate, to include one Head of Department from the Imperial College Business School; and to revise the College's Fitness to Practise Medicine procedure.

Resolved:

- (i) **That the revisions to Ordinance A8, The Membership and Meetings of the Senate, as set out in Paper E, be approved.**
- (ii) **That the revisions to the Procedure for the Assessment of Fitness to Practise Medicine, as set out Paper E, be approved.**

FINANCIAL MANAGEMENT REPORT (PAPER F)

27. The Chief Financial Officer, Muir Sanderson, presented Paper F. He reminded members that the College's finances would be considered in more detail at its next meeting, when he would be presenting the proposed College budget for 2015-16.

ENDOWMENT REPORT (PAPER G)

28. The Chair of the Endowment Board, Stewart Newton, presented Paper G. He said he was delighted that Nick Moakes had been appointed as the new Chair of the Endowment Board.
29. Although this was not Mr. Newton's last meeting of the Council, the Chair reminded members that this would be his last meeting as Chair of the Endowment Board. On behalf of the Council she thanked Mr. Newton for all he had done to build up the Endowment. His financial acumen had helped Imperial to generate a good return on its assets, and to grow its Endowment to support the academic mission. During his time on the Council and as Chair of the Endowment, the College had changed the way it thought about its finances and assets. He had been instrumental in establishing the foundations which would now help the College to diversify its sources of revenue.

IMPERIAL WHITE CITY SYNDICATE REPORT

30. The Chair of the Imperial White City Syndicate, Jeremy Newsum, reported that the new Imperial White City Programme Director, Graham Stark, had now commenced his appointment. Mr. Newsum expected to make a fuller report, reflecting Mr. Stark's advice, at the Council's next meeting.

REMUNERATION COMMITTEE ANNUAL REPORT (PAPER H)

31. The President presented Paper H.
32. Members asked how the universities had been chosen for inclusion in the benchmarking data, as they appeared to be a mix of old and new universities and did not include some of the College's peers, such as Oxford and Cambridge. The President explained that the external company which produced the information had worked with the benchmark universities on satisfaction surveys. This was why it had access to data on each of these institutions, but not others.

HEFCE RISK ASSESSMENT (PAPER I)

33. Mr. Neilson presented Paper I, the annual HEFCE Risk Assessment, and noted that that HEFCE had confirmed that Imperial was not at higher risk.

HARLINGTON GRANT FUND ANNUAL REPORT (PAPER J)

34. Mr. Neilson presented Paper J.

STAFF MATTERS (PAPER K)

35. Paper K was received for information.

MAJOR PROJECTS REPORT (PAPER L)

36. Paper L was received for information.

ANY OTHER BUSINESS**Valete**

37. The Deputy Chair, Jeremy Newsum, noted that this would be the Chair's last meeting. Although there would be other opportunities for members to say goodbye to Baroness Manningham-Buller personally, on behalf of the Council Mr. Newsum paid tribute to her achievements as Chair of Council, and thanked her for all she had done for the Council and Imperial College. During her period as Chair the College had been the first UK institution to adopt the President and Provost model of governance, and had recruited both James Stirling as Provost and Alice Gast as President.
38. The Chair said that she had very much enjoyed her time at Imperial College and was optimistic that it would continue to improve its position as one of the world's great universities.

NEXT MEETING

39. The Chair reminded members that the next meeting would be held on Friday 10 July 2015 at the Imperial College London Boathouse near Putney Bridge.