MINUTES OF THE PROCEEDINGS

at the

Second Meeting of the

COUNCIL

of the

IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Second Meeting of the Council was held in the Committee Room, Imperial College Faculty of Medicine, St. Mary's Hospital, Norfolk Place at 9:00 a.m. on Friday, 14th September 2007, when there were present:

The Lord Kerr of Kinlochard (Chairman), Professor D.K.H. Begg, Mrs. P. Couttie, Sir Peter Gershon, Mr. B. Gidoomal, Dr. G.G. Gray, Dr. M.P. Knight, Mr. J. Newsum, Ms. K. Owen, Professor R. Sinden, Professor S.K. Smith, Dr. D.J. Wilbraham, the Rector and the President of the Imperial College Union, together with the Clerk to the Court and Council.

Apologies: Ms. C. Griffiths, Professor Dame Julia Higgins, Professor Sir Peter Knight, the Baroness Wilcox and the Deputy Rector.

In attendance: Mr. S. Newton, Professor J. Wood and the Director of Strategy and Planning.

WELCOME

The Chairman welcomed Mr Stephen Brown, the President of the Imperial College Union, and Professor Robert Sinden, who had succeeded Professor Richard Kitney as the Senior Dean and was therefore now the elected staff member on the Council, to their first meeting of the Council as members. The Chairman also welcomed Mr. Stewart Newton, the Chairman of the College Fund Board, and Professor John Wood, who would shortly succeed Professor Dame Julia Higgins as Principal of the Faculty of Engineering, to their first meeting of the Council as observers.

MINUTES

Council – 13th July 2007

1. The Minutes of the First Meeting of the Council, held on 13th July 2007, were taken as read, confirmed and signed.

MATTERS ARISING

2. College Fund Guarantees and Indemnities (Minute 40 refers).

   a. The Chief Operating Officer, Dr. Knight, reminded members that the provision for the College Fund Board to give unlimited guarantees and indemnities had been called into question at the last Meeting. This issue was a difficult one and the College Fund Board had debated it at length, although it had not yet reached a definitive conclusion. The main problem was that, while it should be possible to set a limit on the normal guarantees that might be offered, it was almost impossible to quantify the latent liabilities that might be associated with the sale of particular
properties. Because of this, it would very difficult to set a realistic ceiling on the level of guarantees and indemnities that could be given by the College Fund Board as it would not always be possible to identify at the time of a particular sale all the potential liabilities associated with that transaction. Furthermore, Dr. Knight did not want to unduly constrain the College Fund Board, as this would compromise its ability to meet its Investment Objective. The Chairman of the College Fund Board, Mr. Newton, said that he thought the problem was more academic than practical; it was extremely unlikely that the College Fund Board would be prepared to give any guarantees or accept any liabilities if it thought that these would cause a significant problem for the College.

b. Sir Peter Gershon said that he recognised the problem, but he was still uncomfortable with the College Fund being given the power to provide unlimited guarantees on behalf of the College. The Chairman noted that the actual liability would be the same for the College regardless of whether the guarantee was given by the College Fund Board or by the Council. He asked if it would be possible to resolve the problem by looking at the definitions used. For example, he said, the Council could be asked to determine which sort of terms were acceptable and could be agreed by the College Fund Board and which should be referred to the Council. Dr. Knight said that providing limited indemnities for known liabilities was straightforward. The problem was any latent liabilities that might become apparent in future years, which were very difficult to quantify at the time of sale. However, he said, the College Fund Board would continue to seek a resolution to this issue again and report back at the Council’s next Meeting.

c. The Chairman then reminded the Council that the valuations of properties transferring to the College Fund had also been raised at the last Meeting. Dr. Knight said it had been agreed that the College’s property advisors, Savilles, would carry out an independent red-book valuation on every property at the point at which it transferred to the College Fund. This would ensure that the College had an objective and up-to-date valuation for each property held in the Fund.

3. **Environmental Measures (Minute 43 refers)**. Dr. Knight reminded members that Mr. Gidoomal had asked at the last Meeting if there was a clear process in the College for driving progress on environmental issues. He said that the Council would receive a presentation on this issue at the Away Day, which would follow this Meeting.

4. **Disability Equality Scheme (Minute 48 refers)**. The Clerk reminded members that Mr. Gidoomal had also suggested that the process for dealing with complaints should be made more explicit in the published Scheme. The Clerk confirmed that the Scheme had been amended to include a clear complaints procedure.

**CHAIRMAN’S BUSINESS**

**Ratification of the Approval by Chairman’s Action of the Annual Monitoring and Corporate Planning Statements (Paper A)**

5. Introducing Paper A, the Chairman reminded the Council that the HEFCE required all institutions to submit an Annual Monitoring Statement, a Corporate Planning Statement and Financial Forecasts at the end of July each year. As the timings were such that it was not possible to prepare these documents in advance of the July Council Meeting, he had approved them by Chairman’s Action in late July in time to meet the HEFCE deadline.

6. Sir Peter Gershon noted that the Financial Forecasts to 2010-11 showed a steady decline in net liquidity days and asked if this was something about which the Council should be concerned. Dr. Knight said that the forecasts had to prepared in accordance with rules and
assumptions which were set by the HEFCE. As these were different to the assumptions which would normally be used by the College, these forecasts were not the same as those the College produced for its own purposes. He acknowledged that it was likely that there would be a reduction in net liquidity days over the period covered by the forecasts, in part because it was a reflection of the large amount of capital expenditure planned in the next few years. However, he did not believe this decline would be as great as suggested here.

7. The Chairman then noted that endowments were shown throughout the forecasts at the level of just 10% of expenditure each year. Although this might be correct at present, he hoped that this ratio would improve significantly in the future. Dr. Knight agreed, but said that, because of the assumptions imposed by the HEFCE, only inflation increases could be applied to the endowment forecasts. In reality, the creation of the College Fund should have a major impact and he anticipated that the College’s endowment would continue to grow year-on-year.

8. The President of the Imperial College Union, Mr. Brown, said that the College tended to have a good ethnic mix, in part because of the high number of overseas students. He asked if the College also monitored the ethnic mix of Home students. The Director of Strategy and Planning, Dr. Eastwood, said that the College monitored the ethnicity of all students and that about 21% of Home students were classified as being either black or from an ethnic minority.

9. Mr. Gidoomal remarked that a lot of work appeared to have gone into producing these reports for the HEFCE. He asked what value the College obtained from this time-consuming exercise and also asked if HEFCE ever provided institutions with any feedback on all this information. Dr. Eastwood said that the returns were produced by staff in the Strategy and Planning Division and, although time-consuming for them, their production had little impact on the work of the rest of the College. He then said that the College received almost no feedback from the HEFCE as Imperial’s reports were generally rated as “exemplary”. He suspected that HEFCE simply checked that the reports had been completed and that they were then just filed away. It was possible that, where their reports identified problems, some other universities might receive more useful feedback from the Funding Council.

10. The Chairman then asked why student number forecasts were divided between “Home Students” and “Island and Overseas Students”. Dr. Eastwood explained that, as residents of the Isle of Man and the Channel Islands were not UK taxpayers and were not members of the EU, they were charged overseas student fees.

Membership of the Council

11. The Chairman reminded members that, at the last Meeting of the Council, Mr. Stewart Newton had been formally appointed as the Chairman of the College Fund Board. The Council had at the same time also agreed that the Chairman of the College Fund Board should normally be a member of the Council, in order to provide the necessary accountability between the two bodies. To this end, it had been agreed that Mr. Newton should be invited to join the Council at the earliest available opportunity. The Chairman proposed that, since Dr. David Wilbraham’s second term of office as a member of the Court and Council was due to end on 30 September 2007, Mr. Newton should be appointed to succeed him on the Council from 1 October 2007.

Resolved: That Mr. Stewart Newton should be appointed as a member of the Council in succession to Dr. David Wilbraham with effect from 1 October 2007.
Appointment of the Clerk to the Council

12. The Chairman then reminded members that the Clerk and College Secretary, Mr. Tony Mitcheson, would be retiring from the College at the end of September, when he would be succeeded in both roles by Dr. Eastwood. Under the College’s Statutes both these appointments were made formally by the Council on the recommendation of the Rector. Statute 8(4) provided that “The Council shall, on the recommendation of the Rector, appoint a person to act as Clerk to the Court and Clerk to the Council, with the responsibility of providing the necessary secretarial services for the Court and the Council”, and Statute 8(5) provided that “The Council shall, on the recommendation of the Rector, appoint a person to act as College Secretary who shall undertake such duties as are assigned by the Rector”.

13. The Chairman said that the Council had been extremely well served by Mr. Mitcheson during his ten years as College Secretary and Clerk to the Council. Amongst many other achievements, he had presided over the granting of two Supplemental Charters, in 1998 and most recently in 2007, the last of which had granted the College its independence from the University of London. The Chairman said this had required a great deal of work behind the scenes and it was a tribute to Mr. Mitcheson that this had been achieved so apparently effortlessly. As the Clerk, he had also worked closely with the Chairman’s predecessor, Dr. Eileen Buttle, on introducing the reforms which had done so much to improve the Council’s effectiveness. Both the Council and the College as a whole were greatly in his debt and the Chairman thanked Mr. Mitcheson warmly on behalf of the Council for all he had done for them.

Resolved: That the appointment of Dr Rodney Eastwood as College Secretary and as Clerk to the Court and Council from 1 October 2007, as recommended by the Rector in accordance with Statutes 8(4) and 8(5), be approved.

RECTOR’S BUSINESS

Staff Matters (Paper B)

14. The Rector formally presented Paper B, which was received for information.

Oral Report by the Rector

15. Opening his Report, the Rector reminded the Council that, when the College had introduced local pay bargaining, it had agreed to at least match, if not better, national pay awards. A three-year national pay award had been negotiated last year and this year represented the second stage of this award’s implementation. The award comprised a 3% increase, which had been paid on 1st August 2007, with a further 3% increase to follow on 1st May 2008. This was, he said, a high award by Public Sector standards and, although the College had been able to exceed the national awards in the last few years, it felt that an increase over and above this high level of award was not justified across the board this year. However, it had agreed to increase the professorial minimum to £63,000 to ensure that Imperial retained its position as a leading employer of academic staff within the Sector. The College had also made a £100 Centenary Award to all staff in July to coincide with the College’s “Birthday” month. Feedback from staff on this bonus, particularly when combined with the staff party, had been extremely positive.

16. Moving on, the Rector said that good progress was now being made on the Library Refurbishment Project, although a delay of eight weeks in the overall completion of the Project had been caused by the discovery of the foundations of the old Imperial Institute under the planned extension. The Rector then reported that on 20th August there had been a very serious accident on Well’s Way, the roadway at the back of the Library. A member
of College staff approaching the rear entrance of the Library on his way to work had been
struck in the face by a hydraulic cable cutter which had fallen from the top of a scaffold
tower. He had sustained serious injuries to the lower part of his face and had since
undergone extensive reconstructive surgery. Thankfully he was now out of hospital and on
the road to recovery. The incident had been reported to the Health and Safety Executive.
Following it, the College had reviewed all of the building works being undertaken at South
Kensington and the other campuses and had taken action to ensure that all scaffolding was
secure and that a similar accident could not happen again.

17. Turning to other current projects, the Rector said that the refurbishment of the Sherfield
Building was proceeding well and was on target for re-occupation of the Building to be
achieved from November 2007 onwards. The creation of a new teaching and learning
centre in the Royal College of Science Building (RCS1) was also on schedule for use from
the beginning of the new term. This would enable good use to be made of what had been
essentially redundant space. It was also in keeping with the College’s larger programme of
lecture theatre refurbishment. Finally, the Rector said that the refurbishment of the top floor
of 58 Prince’s Gardens had now been completed. This was part of the strategy to free up
47 Prince’s Gate, which had recently been sold for £9.035M.

FINANCE MANAGEMENT REPORT (PAPER C)

18. Introducing Paper C, the Chief Operating Officer, Dr. Martin Knight, said that his Report
was primarily an update on last year’s results, which were in line with the outcome
predicted at the last Meeting of the Council. He then highlighted the considerable
improvement in the research performance of the Faculty of Engineering in the last three
years. In 2004, it had attracted £30M of research income, while the prospects for growth at
that time had appeared to be limited. Although the figure for this year had yet to be
finalised, this was expected to be between £75 – 78M, which was an excellent result. It
included an additional £19M for an engineering software licence which had been donated to
the College. There had initially been some doubts about whether or not to include this
donation as research income since the Licence (which had a commercial value of £60M)
had been granted to the College for free for three years. However, both the HEFCE and
the College’s Auditors had confirmed that the proposed accounting treatment was
legitimate. Even without this additional £19M, the Engineering Faculty’s improvement was
still significant.

19. Moving on, Dr. Knight reported that Imperial Innovations’ results would have an adverse
impact of about £3M on the College’s final accounts. However, the College would still
achieve a surplus for the year. Another issue he highlighted was the sale of 47 Prince’s
Gate, which had been subject to a minor delay, even though the College had impressed
upon its solicitors the need to complete the sale before 31st July. This delay meant that the
£9M proceeds from the sale might not now be included in the accounts for 2006-07.
Although he was discussing this with the External Auditors, Dr. Knight said that, as a
surplus would still be recorded without this money, he was neutral as to whether it was
included in the accounts for 2006-07 or 2007-08.

20. Bringing his Report to an end, Dr. Knight said that the Nuclear Decommissioning Authority
(NDA) had indicated that it would be willing to accept responsibility for decommissioning the
Consort Reactor from April 2008. However, because the outcome of the Government’s
Comprehensive Spending Review (CSR) was likely to be fairly tight, it was not clear that
the NDA would be able to fund the complete decommissioning straightaway. For this
reason he felt that it would be prudent to retain the current provision in the accounts.

21. Dr. Gray said that, in his experience, decommissioning projects always turned out to be
more complex, take longer and be more expensive than initially forecast. He asked
whether there was a specific date by when a decision was expected from the NDA. Dr.
Knight said that the NDA had indicated informally that a decision would be made by 1st April 2008. However, the recent demise of the Department for Trade and Industry and its replacement with the Department for Business, Enterprise and Regulatory Reform, together with the complexity of this year’s CSR meant that there were still several uncertainties surrounding the NDA and its ability to commit to the decommissioning project. The Clerk agreed and said that the NDA were expecting the CSR settlement to fall short of their bid. It was likely therefore that it would not be able to fund the full costs of decommissioning immediately, but would pay for the removal and safe disposal of the fuel elements, which was the main concern from the safety and security viewpoints.

22. With regard to the accounting treatment for the sale of 47 Prince’s Gate, the Chairman said that, as the sale had been agreed before the end of July, he thought it would be reasonable to include this income in the accounts for 2006-07, even though completion had been delayed for a few weeks. Dr. Knight agreed, but said that, ultimately, this was a question for the External Auditors. Sir Peter Gershon asked if there had been any penalties applied to the buyer for late completion. Dr. Knight confirmed that no penalties had been applied, although the buyer had had to pay interest as a result of the delay.

23. Dr. Wilbraham welcomed the inclusion of the software donation in Engineering’s research income, but asked how such donations had been accounted for before this year. Dr. Knight said that this particular piece of software had been donated to the College during 2006-07, so there was not an issue about its not having been included in previous years’ accounts. However, he said that the College might have been over-cautious about not including similar donations in its accounts in the past. Professor Wood cautioned that, although the Engineering Faculty’s present performance was very good, it was likely that research volume would decline in the coming years as a result of the introduction of full economic costing (FEC). Because the Research Councils would now have to fund the full costs of research without receiving a significant budget increase, they would not be able to fund as many proposals as in the past. It was therefore imperative that the College maintained its competitiveness while also attracting bigger project grants.

ANY OTHER BUSINESS

Valete

24. The Chairman noted that this would be Dr. Wilbraham’s and Professor Dame Julia Higgins’ last Council Meeting. He paid tribute to the contribution Dr. Wilbraham had made to the College and to the work of the Council and, in particular, to the work of the Audit Committee. On behalf of the Council, the Chairman thanked Dr. Wilbraham and expressed the hope that he would continue to take an active interest in the College. The Chairman also thanked Professor Dame Julia Higgins in her absence for all she had done for the Council and for the College during her long and distinguished career.
1. In July the Chairman approved by Chairman’s Action, on behalf of the Council, the College’s Annual Monitoring Statement (Annex A), Corporate Planning Statement (Annex B) and Financial Forecasts (Annex C). These were then submitted to the Higher Education Funding Council for England in time to meet the latter’s deadline of Friday, 27 July 2007.

BACKGROUND

2. HEFCE require that higher education institutions submit a monitoring statement, corporate planning statement and financial forecasts annually.

MONITORING STATEMENT

3. The Monitoring Statement reports on progress in 2006/07 with initiatives and projects for which we have received specific ring-fenced funding from HEFCE. As for last year, the College is required to provide assurance only on the delivery of 2006/07 activities, targets and spend for each special funding initiative. Where there are significant problems, delivery of objectives has slipped and/or there is a significant under-spend (>10%) we are requested to provide more detail.

4. We are required to provide assurance on the following activities:
   a. Our strategy for Learning and Teaching.
   b. Our strategy for projects to reach out to business and the community (Higher Education Innovation Fund Round Three).
   c. Our fulfilment of the Overseas Research Students Awards Scheme (ORSAS).

5. Specific points to note about the reporting requirements for these activities are:
   a. **Learning and Teaching.** We are asked to provide assurance on progress with activities and targets as outlined in our action plan.
   b. **Projects to Reach out to Business and the Local Community.** We are asked to provide assurance on progress with activities and targets as outlined in our HEIF 3 institutional plan.
   c. **ORSAS.** The College is reporting on the ORSAS awards made in 2006/07 and the funding required.

6. As for last year the College has been asked to report on the delivery of its objectives and targets for 2006/07 as outlined in its Race Equality Action Plan. Where these have not been met a brief explanation has been provided together with an indication as to the possible barriers to implementation.
7. A report on activities to promote race equality and diversity is required in each of the following areas and is included in the Monitoring Statement:
   a. Widening Access.
   b. Learning and Teaching.
   c. Business and the Community.
   e. Research.

8. In preparing the Annual Monitoring Statement, internal progress reports were prepared on each of the activities (Paragraph 4 above). Items to be reported to the HEFCE were then determined. The reports in the Annual Monitoring Statement were circulated for review to all those with responsibility for the areas/activities. All comments have been incorporated, as appropriate.

CORPORATE PLANNING STATEMENT

9. Institutions have also been asked to produce a Corporate Planning Statement (CPS) that sets out progress in achieving institutional priorities in 2006/07 and an outline of goals for 2007/08. Members of the Management Board and other senior managers have provided input to relevant sections and the CPS was circulated to all contributors including, for example, the Pro-Rectors, College Secretary, Director of Strategy and Planning, and Deputy Director of HR.

FINANCIAL FORECASTS

10. HEFCE also require institutions to produce financial forecasts to 2010/11 with supporting notes and a statement of financial strategy. The financial forecasts represent the institution’s strategic plan in financial terms. The statement of financial strategy provides an overview of the financial context in which the financial forecasts are framed.

RATIFICATION

11. The College's Annual Monitoring Statement, Corporate Planning Statement and Financial Forecasts were agreed by the Management Board at its meeting on 19 July 2007 and then approved by the Chairman. The Council is asked to consider and, if it sees fit, ratify the Chairman’s approval of these documents on its behalf.

Proposed Resolution: That the approval by Chairman's Action of the Annual Monitoring Statement, Corporate Planning Statement and Financial Forecasts, as set out in Paper A, be ratified.

K.A.M.

Annexes:
A. Annual Monitoring Statement
B. Corporate Planning Statement
C. Financial Forecasts
ANNEX A

ANNUAL MONITORING STATEMENT 2007

(Please note: The College is required to answer only those questions shown below, hence the non-sequential numbering).

Teaching Quality Enhancement Funding

Q1: Have you delivered the targets and objectives for 2006-07 in relation to Teaching Quality Enhancement funding (TQEF) as agreed in your action plan submitted in response to HEFCE 2006/11, or in any subsequently agreed amendments?

- Yes/No

Q2: For 2006-07 you received £451,803 from the TQEF. Will any significant funds remain unspent at the end of academic year (AY) 2006-07?

- Yes/No

Higher Education Innovation Fund 3

Q12: In response to HEFCE 2005/46 you submitted an institutional plan for your use of HEIF 3 formula funding in 2006-07 and 2007-08. Have you made progress as planned in 2006-07 towards delivering the activities and outcomes you set out in the plan?

- Yes/No

Q13: For 2006-07 you received a HEIF 3 formula allocation of £1,500,012 from HEIF. Will any significant funds remain unspent at the end of AY 2006-07?

- Yes/No

Overseas Research Students Awards Scheme (ORSAS)

Q43: Have you adhered to the objectives of ORSAS for 2006-07 as set out in the terms of funding (HEFCE Circular letter 21/2005)?

- Yes/No

Q44: For 2006-07 you received £1,074,095 for ORSAS, which was 85 per cent of new awards and renewals (to take account of any student transfers or withdrawals). Will any significant funds remain unspent at the end of AY 2006-07?

- Yes/No
Race Equality and Diversity

Q46: Have you delivered the objectives and targets for 2006-07 as agreed in your Race Equality action plan?

- Yes/No - please give further details, including any barriers to implementation.

Introduction

The College has outlined (in its responses to questions 47-51) the progress it has made with regard to race equality in five specific areas (widening participation, learning and teaching, business and the community, human resources management and research). This shows, for example, where the College has embedded race equality in the development of processes and policies and its involvement with BME (black and minority ethnic) voluntary/community organisations. Also highlighted are the steps the College is undertaking to raise awareness of equality and diversity issues with staff and students, for example, roadshows, training and news articles. It is the College’s intention to nurture and sustain a culture that is inclusive.

The vast majority of the College’s targets in the five areas have been achieved, or significant progress has been made. Whilst working towards these targets two main barriers to implementation have been identified and these remain our biggest challenges.

Barriers to implementation

Understanding of, and commitment to, the College’s race equality and diversity targets continues to grow year on year, but the College has not achieved total mainstreaming of impact assessment at the policy formulation stage. Impact assessments in relation to race equality are undertaken by our Human Resources and Registry Divisions with regard to policies and procedures that affect staff and students. In other areas of College, race equality issues need to be brought higher up the agenda at the policy formulation stage.

The College envisages that it will take at least five years to meet its workforce composition target whereby the diversity of academic and research staff reflects that of its students. Using 2006-07 figures for staff and students who have disclosed their ethnic origin, BME academic and research staff account for 20% (19.7% in 05-06) of the total. BME students account for 46.9% of the total (43.7% in 05-06). The 2001 census data is a useful benchmarking point for support staff employment. In 2001, 40.2% of London’s population were from ethnic groups other than White British and a crude comparison with the College’s figures shows that support staff should be more ethnically diverse (current BME support staff total is 20.6%). The College will pursue the actions outlined in response to Q50 (Human Resource Management) in order to eliminate any barriers that might exist to militate against BME representation, particularly in relation to recruitment and selection and promotion.

Q47: Please briefly describe your race equality objectives for 2006-07 related to Widening Access.

Overview

The College has a variety of specialist consultative groups that are helping us to push the equality agenda forward. The groups are broadly, either management-led, with a remit to ensure effective policy development and progress on action plans or, staff/student led, where members inform College policy and help to provide feedback on the positive or negative impact of policies and procedures. All directly, or indirectly, impact upon staff and students.

Our BME (Black and Minority Ethnic) advisory group, “Imperial As One”, is of particular relevance to race equality and members work with us to identify necessary changes and
methods to help ensure that change occurs. The following sections highlight the key activities which have taken place around race equality and diversity in 2006-07. As would be expected, a number of activities are on-going and continue to develop.

**Widening access and participation**
The College has a diverse student population. For those students who have disclosed their ethnic group 44.2% (43.7% in 2005-06) represent 13 separate BME groups. Of these the largest groups are the Indian and Chinese population with 11.1% and 10.9% of the total known student population respectively and with Black students making up 5.0%. Priorities relating to widening participation are covered within the College Code of Practice for Teaching, Widening Participation and Student Services. These tie in with the College's Widening Participation strategy. The key priorities, shown in italics below, include:

**Student recruitment**
*To continue to admit to the College, students of the highest academic ability and motivation.* The College does not discriminate against any person on the grounds of race, background or gender. Students continue to be admitted to the College on the basis of their academic ability and motivation. The College is aware of a recent report (findings from the EOC’s investigation in England) which found “…*Pakistani and Bangladeshi girls are catching up with white girls in terms of GCSE results, and have already overtaken white boys. Black Caribbean girls showed the biggest increase of all groups between 2003 and 2005. Ethnic minority women from all these groups, aged 16-22, are slightly more likely than white British women to be in full-time education.*” and the College continues to monitor annually applications and admissions data by ethnic group.

**Raising aspirations**
*To continue to raise the aspirations of all students regardless of background or ethnicity but focusing particularly on those students from lower socio-economic groups and communities including those from ethnic minorities who are currently under-represented.*
The College’s outreach programme aims to raise the educational aspirations of all students including those who are under-represented in Higher Education. The outreach programme is diverse and the areas in which the College works include many with high BME populations. The Widening Participation Manager visits schools and colleges to inform sixth form students about applying to higher education and to provide practical guidance. Around one hundred schools are visited annually and over 27,000 pupils and about 5,000 parents have been involved over the last five years. The College’s widening participation projects are designed to encourage state school pupils, including those from ethnic minority backgrounds, to fulfil their potential through access to higher education, e.g. INSPIRE, METRIC, Pimlico Connection Student Tutoring Scheme, Student Shadowing, and E-mentoring schemes. Our widening participation work is augmented by “Imperial As One” and its “Creative Futures” activity with members of the group hosting events for inner London primary schools, pupils of whom would not normally get to visit and engage in activities at Imperial. These are supported and championed by senior management, including the Rector, Deputy Head of the Engineering Faculty, the Mayor of Brent, Cllr Bertha Joseph and other black alumni and role models giving inspirational talks to the 34 BME pupils in attendance. This event is now established as an annual event and will include more schools as interest increases.

In addition, the College regularly places advertisements in relevant publications e.g. smart Talent, the careers magazine for black and minority ethnic students, which raises the profile of Black alumni, showcases them as positive role models, and promotes an inclusive welcoming environment in which students can flourish.

**Admissions**
*To continue to ensure that the admissions process is implemented in accordance with the equal opportunities policy.* The College’s Director of Access continues to lead and develop strategy for admissions and recruitment and to implement the College’s Access Agreement
building on the College’s already extensive outreach programme that promotes equality of opportunity.

**Accommodation**

*To ensure fair and equal practices in allocating residential accommodation to students.* Accommodation is allocated to students using non-discriminatory criteria such as category of student and contract and rent type. “Respect for Others” leaflets, which include race issues, are distributed to each study bedroom at the start of the new academic year. Following feedback in the 2006 Pastoral Survey, our Residences Services made, and will continue to make, every effort to respond proactively to requests, for example, from female Muslim students to be accommodated together and have sole use of bathroom and kitchen facilities.

**Participation**

*To ensure the needs of all students have been identified and catered for.* While the College is a secular organisation, it welcomes the expression of religious faith and provides multi-denominational accommodation to facilitate this. It also continues to promote the understanding and valuing of different cultures through its support to clubs and societies that reflect the wide diversity of the student body. The College Chaplain works with other faith fora in the community, i.e. Jewish and Muslim faith leaders, and delivers a presentation at the corporate induction, held six times a year, to engage with staff and discuss provision.

**Q48:** Please briefly describe your race equality objectives for 2006-07 related to Learning and Teaching

**Learning and Teaching**

Priorities relating to learning and teaching are covered within the College Code of Practice for Teaching, Widening Participation and Student Services. Various areas are identified as priority areas for ensuring equal opportunity, promoting race equality and good race relations.

**The Student Experience**

The College continues to communicate with students in a number of ways regarding equality and diversity, including race. A postcard that pledges the College’s commitment to eliminate discrimination and direct/indirect harassment, bullying and victimisation is distributed widely, and used to support training. The College’s Equal Opportunities Policy is considered annually when publishing the Student Handbook. Students are provided with written information on equal opportunities policies, complaints and sexual/racial harassment procedures and information on where to go for support and advice when they join. Each is allocated a personal tutor. The College continues to provide a mechanism for students to raise any issues, including, if relevant, those relating to discrimination. A dedicated equalities website was launched in May 2006 and continues to be updated.

Imperial as One has extended activities to include students. These activities are aimed at levelling the playing field for BME students, for example, addressing employment barriers whereby BME students can take up to six months longer than their white counterparts to enter employment.

The Equal Opportunities and Diversity (EO&D) Consultant has continued to provide guidance and advice on individual cases of harassment to the Student Union and works closely with the Student Union President and Deputy President Welfare and Education, as well as the Student Union Adviser, specifically, to engage and gain participation on race equality initiatives. The College’s Harassment Support Contacts (HSC) network continues to be well received and has both student (PhD representatives) and staff representatives who can be contacted in confidence.
To promote race equality and good race relations via learning and teaching
The Centre for Educational Development (CED) runs on behalf of the College a one-day core workshop ‘Becoming a Personal Tutor’. Probationary academic staff are required to attend; attendance is about 60 per annum. The workshop equips staff to respond effectively to students from diverse cultures and backgrounds and raises awareness of equality policies. During the workshop participants work through case studies that incorporate race equality, academic or disability issues, highlighting where support and advice can be found for both tutors and students. In addition to this the CED acts as a dissemination point for good practice.

In 2005-06 the CED decided to run a new workshop entitled ‘International Students: Understanding and Supporting Cultural Diversity’ in order to assist staff with addressing these matters in relation to learning and teaching. It gave participants the opportunity to enhance their understanding of cultural diversity in HE contexts and to debate practical issues, such as adjusting courses and teaching in response to student diversity. This was well received and, after modification, was offered in 2006-7 as a longer workshop. It ran successfully with 13 participants.

CED continues to work closely with the Equalities and Diversity Consultant, and the Disabilities Officer on curriculum, events, and training programmes. For example, in the Supporting Learning and Teaching Programme (SLTP) this year there was both an on-line block and part of a face- to- face session devoted to awareness raising in the area of discrimination based on the grounds of race, gender, disability, ethnicity, culture, etc.

To consider the review of course design materials to ensure they promote racial equality
The CED has continued to run the workshop on Course Design (Designing for Learning) which is compulsory for all new academic staff. The workshop requires participants to address the specific question ‘How does your practice and planning ensure that the curriculum, teaching, learning activities and assessment promote equality and are not discriminatory?’ The discussion around this question is always lively and often addresses issues relating to inadvertent discrimination. CED also offers training specifically for post-doctoral staff including “Starting Teaching” and “Assisting with Supervision”.

To ensure that new courses and the review of existing courses promote race equality
To monitor data relating to ethnicity and diversity
Data relating to ethnicity and diversity issues continues to be reported to the Equal Opportunities & Diversity Committee. Reports are prepared annually on a number of subjects (for example, student withdrawals, student applications and degree awards by ethnic group). This allows race equality and diversity to be monitored and highlights possible inequalities, which can then be addressed. For example, the difference in conversion rates between applications and admissions for different ethnic groups. The EO&DC will continue to monitor data relating to ethnicity and diversity issues and will take action on all forms of racial discriminatory activities.

To strive towards increased representation from minority groups in student-related committees
The College continues to encourage increased representation from minority groups in student-related committees, including Senate. Sub-committees are requested annually to reflect ethnic origins and this process will continue. The Student Union Body has established Equal Opportunities Officers who are invited onto all Diversity Committees. Council has targeted black and minority ethnic staff in order to increase more diverse representation and has seen Imperial as One members successfully nominated to the Court.
Q49: Please briefly describe your race equality objectives for 2006-07 related to Business and the Community

**Business and the Community**

The key priorities for the College, in relation to promoting race equality and diversity with its partners and the local community (including public authorities, private and voluntary organisations, related companies and research funders), are described in the College Code of Practice on Partnerships and Relationships with External Bodies and with Local Communities. It includes an action plan that focuses on the following key priorities:

**To ensure that any partners, organisations and individuals with whom the College deals with, have, and adhere to, an equal opportunities policy including race equality**

The College makes every reasonable effort to work only with those who comply with the RRAA or its spirit. The College’s procurement processes incorporate components of the RRAA and its pre-qualification procedures with suppliers include questions around RRAA compliance. Conditions have also been incorporated into contractual documents, which cover race relations and equal opportunities. The College also follows best practice guidance issued by PROC-HE as published in the Equality in Higher Education (EHEP) toolkit. Access to the best practice guidance is available to all staff engaged in the procurement process including how they can use the tool kit to promote race equality.

**To broaden relevant networks so that the sharing of good practice on diversity initiatives can take place**

Representatives from the College have participated in external networks and training courses to share their experiences of equality and diversity work, including race. In addition, the EO&D Consultant is a member of the Royal College of Art’s (RCA) Race Equality Action Group. This allows scope for joint programmes and initiatives and also means research and project work is shared, with the opportunity to learn from others’ success. A similar relationship exists with the Institute of Physics’ Diversity Committee with Imperial College being able to forward details of positive role models (Black Academics) to other members. Again, shared research in relevant disciplines is invaluable giving the College the chance to prioritise activities and outcomes based on previous studies.

The College has also been able to develop relationships with different areas of the community and has a cohort of black and minority ethnic mentors. These mentors are all proven leaders in the community, working with and advising a wide range of public and private sector organisations on public and statutory duties and good practice. “Imperial as One” organised activities to celebrate Black History Month in October, Chinese New Year in March 2007 and the “Splash” party in March 2007. These are examples of its aims to improve social and cultural relations.

As part of our commitment to wider equality issues, and looking to the future establishment of the Commission for Equality and Human Rights, the College invited Trevor Phillips to give its third Annual Diversity Lecture in February 2007. As his theme, he asked whether we are a nation that is at ease with our diversity and he called upon scientists to help provide data, and help measure the causes of bias, so that we can really address inequalities.

**To ensure that the College’s local community projects address equality issues.**

The College has continued to ensure that College projects with the local community address equality issues. The Imperial Volunteer Centre (IVC) has expanded the number of volunteering activities available, which focus on equality issues by encouraging the involvement of under-represented local groups and sections of the community.

Projects which have been continued from last year include:

1. the St Clements and St James Into University Project (including Focus Day visits to the College), which gives young people from ethnic minorities an opportunity to “taste” university life;
2. through the Refugee Council the IVC provides volunteers to act as tutors to refugee children;
Four notable projects have been established this year:

(1) Science Club Project, run by the Baytree Centre, where volunteers enthuse young people about science and encourage them to think about the subject in different ways. The Baytree Centre is a charity based in Brixton and focuses on providing various educational activities for women from ethnic minority backgrounds.

(2) Human Rights Monitoring Project, run by the Independent Monitoring Board (IMB), where volunteers become IMB members, appointed by the Home Office, at the Colnbrook Immigration Removal Centre. Volunteers will monitor detention conditions and the treatment of detainees who represent various ethnicities.

(3) African Group Project, run by the Look Ahead Housing Association, where volunteers run various types of activities for the monthly African Group meetings. For example, these can be a speech about African issues or an African drumming workshop. Look Ahead has been established for over 30 years and operates in London and the South East providing vulnerable people with a home plus the care and support services they need to live independent lives. Most clients come from ethnic minority backgrounds.

(4) English Language Support Project, run by the Volunteer Centre and the Humanities Department. Volunteers provide English conversation sessions to overseas students/research associates, but also act as guide/consultant and mingle with new students and researchers, many of whom have difficulty conversing in English and are suffering from culture shock. The purpose is to not only to increase verbal English skills of non-native speakers, but also provide an opportunity for cultural interaction between people from different backgrounds.

Feedback from external organisations shows that the projects are well received by those communities with whom IVC works.

To continue to monitor equal opportunities in relation to the Volunteer Centre

The Centre continues to monitor equal opportunity issues, such as volunteers’ age, gender, ethnicity and disability to ensure that volunteering is accessible to everyone within the College. Based on this information IVC reviews its current practices and, if necessary, will carry out specific promotional campaigns to reach minority groups within the College. However, so far this has not been necessary. Race equality and diversity issues amongst the external volunteering projects are also monitored to increase the interaction between the College and its wider community through a variety of activities, as described above.

The partnerships and relationships that the College has with local communities are very important. The work of the IVC is a successful example of corporate social responsibility and currently the College offers staff members time off from work to undertake development opportunities through volunteering. Additionally, volunteering activity provides the College with the opportunity to promote itself to parents and potential students as an international, multicultural university which, in turn, helps to challenge a stereotyped view of the “Imperial student”. The latest volunteer profile (1082 people on 1 June 2007) shows that: 60% female; 10% staff; 63% undergraduates; 20% PhD students; 3% alumni or family members (4% were undisclosed). Of those students acting as volunteers, by fee status, 47% were home, 44% were overseas and 9% were EU.
Q50: Please briefly describe your race equality objectives for 2006-07 related to Human resource management

**Human Resource Management**

Key priorities for rewarding and developing staff in the area of race equality and diversity are mostly aligned to the priorities that we highlighted in Dimension 1 “Remuneration and Fair Employment” of our June 2007 HR Strategy self-assessment. Our significant actions revolve around the implementation of our Race Equality, Disability Equality and Gender Equality Schemes with the latter two also encompassing race equality. Highlights are:

1. **Equal Pay**
   - We have undertaken equal pay audits annually since 2003 which cover ethnic origin, gender and disability and, since 2006, the College’s Equal Pay Group has had joint management/union membership. In-depth analyses are undertaken of areas that appear problematical from a first data cut. To date, no major inequalities have been identified that cannot be explained by pertinent factors such as length of service, promotion dates or location. In addition, as part of the 2007 College’s local pay negotiations, the College will reduce the number of points on its lower pay scales in order to minimise inequalities for newer recruits. The College accepts it is under-represented by BME people at management and senior academic levels, which has implications for pay inequalities, and is putting together plans to address this. For example, widening the mentoring programme to include senior management mentoring BME academics and professional staff.

2. **Harassment and Bullying**
   - Our Harassment Support Contact scheme continues to be a useful adjunct to the formal support mechanisms in place. We will continue our training programme for managers so that they are better equipped to identify and deal with unacceptable behaviour, and so that they are responsive to staff who may come to them with incidents. Plans to revise our Harassment and Bullying Policy have been rescheduled to take place during autumn/winter of 2007-08. Regular review meetings (6 monthly) are held with the Harassment Support Contacts to identify further training and promotional activities, with mediation training being organised as a means of honing skills and enhancing the roles.

3. **Consultation**
   - We have used a variety of consultation and feedback methods so that we improve our accountability and we have a clearer idea of what we might need to do differently as an employer and as a service provider to students. For example, as part of our consultation to produce our Gender Equality Scheme, we held a variety of focus groups with BME staff from specific ethnic groups to better understand any issues or difficulties that they were encountering in their respective work locations. We will continue to use focus groups, one-to-one interviews, exit interviews and “Imperial As One” to gauge opinion. During 2007-08, we will also undertake our second College-wide staff survey to assess whether they think Imperial is “a good place to work”.

4. **Impact Assessment**
   - The number of assessments needs to increase and across a wider range of College functions,

5. **Recruitment and Selection**
   - Monitoring continues to show an increase in the numbers of BME staff applying to the College for job vacancies. The overall number of BME staff has also increased on the 2005 figure. The College is continuing to focus on entry and retention levels, and Imperial is fully committed to supporting one of the three key priorities of “Imperial As One”, specifically, career progression and development. “Imperial As One” members are encouraged to take up training, such as recruitment and selection training, which in turn gives the College the opportunity to provide more diversity on selection panels, whilst members benefit from this development opportunity.
6. Management Development
Training is specifically targeted at those in powerful positions as it is designed for participants to consider their roles as managers and champions in taking the diversity agenda forward within the College.

Equality and diversity continues to be stressed during Performance Review and Development Planning (PRDP) training sessions for both Reviewers and Appraisees. Appraisees are assessed on their competency and success in developing others, promoting potential and promoting equal opportunities and diversity. The PRDP is used to inform the promotion and reward process, thus equality and diversity has been built into career progression and reward.

Equality Awards were established in 2007 as a means of recognising and rewarding those who are making a significant contribution to the College’s development priorities. Three prizes were awarded by the Rector for: Excellence in Leadership and Management; Mentor of the Year; and Equality Excellence.

7. Diversity Statistics The College continues to collect and monitor diversity statistics and our objectives for the coming year are to improve our analysis and disaggregate considerably more of our data by gender/ethnicity/disability so that we are better equipped to analyse the effect of policies and practices on staff from different ethnic groups from a statistical standpoint.

8. Communications
The College’s equality and diversity web site has been improved over the last year and, in particular, the ‘race’ site enables us to publicise all relevant events, such as conferences, training and social events. Our communications and events’ teams proactively publicise and promote the many equality and diversity initiatives, e.g. regular articles in the in-house newspaper, and various publicity materials.

Senior level support continues to be high profile, as does the internal and external publicity we receive for those events which contribute to our aims to promote race equality and eliminate racial discrimination.

Q51: Please briefly describe your race equality objectives for 2006-07 related to Research

Research
The sections on Learning and Teaching and Human Resource Management above include action that the College has taken in respect of academic staff (and the vast majority of academic staff at the College are active researchers). The section below deals with research staff, research students and the College’s approach to research management.

1. Career development
To employ research staff who contribute fully to the success of the College by ensuring that all have equal access to professional and personal development.

The contribution of our Staff Development Adviser, with dedicated responsibility for career development of research staff, continues to have a positive effect upon the College’s diverse research staff population: 36% of research staff are female and 25% of research staff are from an ethnic minority group (the figure may be larger as 7% of research staff have not disclosed their ethnic origin); 31% of research staff attendees are from BME backgrounds.

In addition to the core provision of short courses, during the past year our research staff have accessed one-to-one coaching and skills assessment and have also attended in-depth residential courses. All of these activities have proved successful and will, therefore, continue.

Initiatives from last year such as the Fellowship Days, Networking Lunches and On Line will continue to be critical activities to support research staff and the management of research at the College.
To ensure that the College provides all research students with relevant and developmental programmes of study.
For those postgraduate students who have disclosed their ethnic group 39.3% represent 13 separate BME ethnic groups (37.2% in 2006-06; 33.7% in 2004-05). Of these the largest groups are the Chinese and Indian population with 14.3% and 5.7% respectively. The College’s two Graduate Schools continue to provide a suite of transferable skills courses for all its postgraduate students. The acquisition and development of generic research and transferable skills is an important part of all postgraduate students’ training. MPhil and PhD students continue to be required to attend a minimum number of transferable skills courses, for example: Developing Cultural Awareness, Career Planning and Assertiveness Skills.

3. Research Management
To ensure that the College’s Research Strategy, and that of the individual faculties, promotes race quality where relevant.
The College continues to undertake a considerable number of research projects that deal directly with medical issues facing people from BME groups in the UK and facing people in the developing world, particularly in the Faculty of Medicine.

To ensure that access to research opportunities and resources are based on merit and are not discriminatory.
The College has developed an Equality Code of Practice (ECoP) for the Research Assessment Exercise (RAE). Key decision-makers have been trained and briefed and the Code informs the College’s decision making process for the selection of staff to be submitted. It will continue to evolve in light of equalities legislation and practice and it has provided a useful further opportunity to integrate equality matters into the College’s research management.
IMPERIAL COLLEGE LONDON

CORPORATE PLANNING STATEMENT TO HEFCE (JULY 2007)

BACKGROUND

1. As for 2006, the 2007 Corporate Planning Statement (CPS) is based on the College’s strategic themes and objectives.

MISSION AND STRATEGIC INTENT

2. The College’s Mission Statement says that:

*Imperial College London embodies and delivers world class scholarship, education and research in science, engineering and medicine with particular regard to their application in industry, commerce and healthcare. We foster interdisciplinary working within the College and collaborate widely externally.*

3. The College’s Strategic Intent is:

- To remain amongst the top tier of scientific, engineering and medical research and teaching institutions in the world.
- To harness the quality and breadth of our research capability, across multiple disciplines, to address major challenges.
- To continue to attract and develop the most able students and staff worldwide.
- To develop our range of academic activities to meet the changing needs of society, industry, commerce and healthcare.
- To communicate widely the significance of science in general and the purpose and ultimate benefits of our activities in particular.
4. The strategic agenda for Imperial College is based on a framework of five major themes, each having associated strategic objectives. Two core themes (A and B) are supported by three enabling themes (C, D and E):

   A. Education  
   B. Research  
   C. Resources  
   D. Organisation  
   E. Influence

6. During 2006/07, the Faculty of Natural Sciences became fully operational on 1 August 2006, the College Centenary Campaign commenced and the College withdrew from the University of London on its 100th birthday. The College's capital programme accelerated with estates projects of some £M91 expenditure in the year. Included in this portfolio is the construction (expected to be on time and on budget) of the 410 bed Southside hall of residence, opening in October 2007. Considerable academic recruitment activity was maintained with 128 new academic staff joining the College in the period, many from overseas.

7. The CPS was approved by the Management Board.

Signed of behalf of the institution by:

Sir Richard Sykes, Rector
19 July 2007
### Progress in 2006/07

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Objectives</th>
<th>Objectives for 2006/07</th>
<th>Progress during 2006/7</th>
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<tbody>
<tr>
<td>A. Education</td>
<td>A.1. To continue to provide academically excellent courses within a world-class intellectually challenging and invigorating environment which is responsive to industry, commerce and society.</td>
<td>To continue to carry out and review on-line student surveys.</td>
<td>A new system has been commissioned and was successfully used to obtain the opinions of both undergraduate and postgraduate research students.</td>
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<td>To produce a new booklet on learning and study skills for taught postgraduate students.</td>
<td>A 12 page booklet ‘Learning to Master’ has been produced and distributed to our 2000 postgraduate taught students</td>
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<td>To review the provision of professional planning for students</td>
<td>A full review of commercial and in-house systems has been completed and a decision made on the way forward. Professional planning forms part of the Roberts transferable skills training for PhD students.</td>
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<td>To continue to review and modify promotion criteria, to give greater emphasis to teaching.</td>
<td>The Deans have modified the promotions process and will review the process at the end of the promotions round.</td>
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<td>To award bonuses to individuals who demonstrate good contributions to student learning and welfare.</td>
<td>Sums of between £250 and £1000 have been awarded to support and academic staff from many areas of the College</td>
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<td>A.2. To attract and recruit, from any country, those students most able to benefit from College courses.</td>
<td>To continue work to meet the milestones in the College’s Access Agreement.</td>
<td>The College met the milestones in its Access Agreement (and will report to OFFA) in particular it has spent its budget on undergraduate bursaries.</td>
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<td>To continue to promote science and raise aspirations in HE across the widest possible audience.</td>
<td>The Widening Participation Outbound Schools Visits Programme continues to expand, with a current annual delivery of 175 talks in schools reaching approximately 36000 students. Initiatives for 2006-7 included the Student Associates Scheme funded by the TDA and the Researchers in Residence Scheme funded by RCUK/Wellcome, taking 270 early researchers from Imperial and adding to the very successful Pimlico and INSPIRE programmes. The Science Activities and inbound Schools Visits Programme are also growing helped by significant external funding providing delivery of 40 Summer Schools and Masterclasses totalling 129 individual days of activity and</td>
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14th September 2007
To continue to participate in and influence discussions about the impact of the Bologna Declaration, including key stakeholders, such as other European universities and the UK Government.

To continue to increase the number of students from Singapore recruited as a result of the alliance with the Singaporean Government.

To continue to develop a collaborative split PhD programme for Malaysian students, working with the top universities in Malaysia.

To continue to develop a novel training programme for students in transferable skills ('Roberts' Skills').

Involving 4065 students this year. These figures do not include participants in Open Days and HE Fairs which number many thousands.

The College played a key role in Bologna forums, official and informal, both in the UK and the rest of Europe. The outcome of the London Bologna conference of European education ministers was satisfactory.

Recruitment of students from Singapore has been complemented by joint workshops in target research areas.

Following signing of the collaborative agreement, the first cohort of students in this programme from Malaysia is ready for registration.

The College continued to develop its portfolio of training opportunities in transferable skills for research students and postdoctoral researchers. The quality of this activity was recognised by the THES Award that College received in autumn 2006.

Collaborative PhDs have been developed with several higher education and research institutions in India.

B. Research

B.1. To continue to undertake research at the highest international level within a world-class intellectually challenging and invigorating environment.

To continue investment in the College’s academic staff in order to maintain research excellence. In particular, to release academic staff from unnecessary administrative tasks, by continuing with a major project to devolve more administrative staff to faculties.

Faculties were devolved responsibility for staff in Research Services as the final part of the project to assign operations and decision making to the most appropriate level in the college and to release academic time.

The newly formed Faculty of Natural Sciences developed its research strategy. All faculties have appointed deputy Principals who take forward their research agenda and who come together in an Operational Research Committee.

College Awards for excellence in research were instituted. An external panel of judges selected teams for prizes of £150 for the winners to spend on their research group. Faculties were devolved responsibility for staff in Research Services as the final part of the project to assign operations and decision making to the most appropriate level in the college and to release academic time.

The quality of this activity was recognised by the THES Award that College received in autumn 2006.

Collaborative PhDs have been developed with several higher education and research institutions in India.
To recruit the best academics and support strategic research areas.

To continue with preparations to ensure an accurate and timely RAE submission.

**Principals.** A college research manager has been appointed to co-ordinate activity and to facilitate interdisciplinary research.

Many academics of international standing have been recruited in those areas identified as strategic for the college.

Preparations continued with data capture and checking, writing, approving and implementing an RAE Equality Code of Practice, preliminary assigning of staff to UoAs and first drafting of submissions.

<table>
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<tr>
<th>B.2. To extend, work across or join the boundaries of research disciplines.</th>
<th>To continue to encourage effective co-ordination of bids for large research grants, encompassing a broad range of disciplines.</th>
<th>Bids for bio-fuels, systems biology and hydrogen energy research were examples of large scale bids submitted, each encompassing a coherent range of scientific and engineering disciplines. As examples, major awards were made to the Centre for Integrative Systems Biology, Centre for Outbreak Analysis and Modelling, Institute for Climate Change and Energy Futures Laboratory.</th>
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<tr>
<td></td>
<td>To promote, co-ordinate and submit major cross-faculty bids to Research Councils and other sponsors for interdisciplinary research.</td>
<td>The Burlington Danes development was completed and opened on the Hammersmith Campus. The Imaging Centre is the largest of its kind in Europe and is funded and operated by GSK, MRC and the College. Eventually the whole Burlington Danes complex will be staffed by 400 researchers and support staff.</td>
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<td>To continue with the development of a new Imaging Sciences Initiative in partnership with GSK and the MRC, as part of the Burlington Danes Development on the Hammersmith Campus.</td>
<td>The Centre for Internet Technology was opened in November 2006.</td>
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<td>To launch a new centre for Internet Technology.</td>
<td>The Grantham Institute for Climate Change was launched with a £M13 private donation. Sir David King has been appointed as its Director.</td>
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<td>To investigate a planned major new initiative in environmental research.</td>
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<tr>
<th>B.3. To enable the realisation of research and facilitate its application to industry, commerce, healthcare and society.</th>
<th>To continue with activities and projects as set out in the HEIF 3 Institutional Plan.</th>
<th>See separate report on HEIF 3 in the AMS.</th>
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<td>The College opened its Bio-Incubator space on the S. Kensington campus, providing modern laboratory space for college spin-out companies.</td>
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<td>The UK’s first professor of technology transfer in the</td>
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To continue with the creation of a business park in Kent.

Physical sciences was appointed to a QinetiQ-EPSRC funded chair.

The College, its staff and students, won several awards for entrepreneurial activity and won the 'Best of British' award for supporting UK industry.

Planning considerations and local sentiment prevented this scheme from proceeding.

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<tr>
<th>C. Resources</th>
<th>C.1. To become financially fully sustainable</th>
<th>C.2. To diversify and increase sources of income.</th>
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<tbody>
<tr>
<td>To develop methodologies to ensure the effect of fEC across all sponsors is monitored and understood by Q4 2006. To consider reporting needs from College systems to support and inform this.</td>
<td>fEC-based research proposals were introduced for public sector sponsors and after an initial delay awards have been made according to expectation. fEC contribution is monitored and reported monthly.</td>
<td>During this financial year to date, approximately £20.5m has been secured in fundraised income and committed pledges that are supported by donor agreements. This includes a £12.8m gift over ten years from the Grantham Foundation for the Protection of the Environment towards the Grantham Institute for Climate Change.</td>
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<tr>
<td>To confirm procedures to transfer student information from the SLC to College. To use this to finalise the administration policy relating to the introduction of the increased home undergraduate fee in 2006.</td>
<td>The College signed up to the HEBSS information only service. This allowed Registry staff to make awards based on the level of residual income and, where applicable, on A-Level performance.</td>
<td>The Annual Fund has extended its remit from solely raising funds for the Student Opportunities Fund (i.e. scholarship support) to incorporate fundraising towards two additional projects: the Union Building and Library Redevelopments. The number of donors has increased during this financial year by 37 per cent.</td>
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<tr>
<td>To collect data with improved robustness from the academic staff time survey, due to be completed in September 2006. To use this improved data to inform the College’s fEC rates.</td>
<td>The diary based survey of academic staff time was completed with a record response rate (72%). These data were used within TRAC to inform the College’s fEC rates from February 2007.</td>
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Council 14th September 2007
To continue with preparations for Imperial’s Centenary Campaign and to publicly launch at the beginning of 2007.

The College’s £207m Centenary Campaign was publicly launched on 31 January.

Awareness-raising activities amongst key constituencies were carried out prior to launch and throughout the calendar year to date including the publication of two Centenary campaign brochures with key campaign messages and financial targets and these have been distributed to major donor, major prospect, and alumni audiences.

Several ‘cultivation’ events have also been held for high net-worth donors and prospects throughout the financial year, in support of both the overall campaign and specific projects therein.

Work has also been done, through a number of articles in in-house publications as well as a visual display in the College’s main entrance, to raise the profile of fundraising internally amongst staff and students, in particular about the Student Opportunities Fund.

The following projects have benefited from philanthropic funds raised in the year to date: EnVision 2010, the Institute for Climate Change, Library Redevelopment, Hammersmith Campus Regeneration, Union Redevelopment, the Rajiv Gandhi Centre for Innovation and Entrepreneurship and scholarships during the financial year to date.

To continue to raise capital funds for endowments and specific projects as part of a programme to mark the College’s Centenary in 2007.

To continue with the Reactor Decommissioning Planning Project and to negotiate with the Nuclear Decommissioning Authority concerning funding for decommissioning. In particular, to develop full and detailed decommissioning plans capable of unqualified regulatory approval by January 2008.

Negotiations have continued with the NDA but DTI resourcing difficulties have prevented the NDA funding the decommissioning from 1 April 2007 as originally anticipated. The NDA Board have indicated their intention to fund the Project from 1 April 2008 and have submitted a bid in CSR 2007. If this is successful, the NDA will submit a proposal for designation of the Reactor under the Energy Act 2004. Meanwhile, the Project is being put on hold on the successful completion of Phase 1 (high level planning).

To continue to generate income to the College through the commercialisation of Imperial.

The College completed a successful placement of shares and flotation of Imperial Innovations plc on the AIM market.

C.3. To plan for future liabilities and assets.

To continue with the Reactor Decommissioning Planning Project and to negotiate with the Nuclear Decommissioning Authority concerning funding for decommissioning. In particular, to develop full and detailed decommissioning plans capable of unqualified regulatory approval by January 2008.

Negotiations have continued with the NDA but DTI resourcing difficulties have prevented the NDA funding the decommissioning from 1 April 2007 as originally anticipated. The NDA Board have indicated their intention to fund the Project from 1 April 2008 and have submitted a bid in CSR 2007. If this is successful, the NDA will submit a proposal for designation of the Reactor under the Energy Act 2004. Meanwhile, the Project is being put on hold on the successful completion of Phase 1 (high level planning).
| C.4. To attract, reward, develop and retain staff of the highest calibre. | To continue with the activities in the College HR Strategy. In particular:  
- To implement new technology based systems, such as i-Recruitment.  
- To continue to develop locally based HR competence.  
- To work towards workforce composition targets in relation to gender and ethnicity.  
- To continue with a programme of improving leadership skills and performance management.  
Phase 1 of our Learning Management System was completed in Aug. 06. Phase 2, i-recruitment and employee self-service have been progressed during the year.  
Bi-monthly development programmes have been conducted.  
Briefings have been held to raise awareness; training and positive action activity undertaken to help achieve targets.  
The programme has continued, augmented by initiatives specifically for PIs and prospective Heads of Department/Division.  
The Southside Hall project is on time and budget and scheduled to open to students in October 2007. |
|---|---|
| Innovations. | To continue to grow the underlying value of the College Fund (Foundation).  
To maintain close management of the Foundation's cash flow to obtain optimal returns.  
on 31 July 2006. This resulted in c.£30m of cash being raised for the company, and the College retained a 59% stake with a market value in excess of £100m. Imperial Innovations retained the exclusive right to exploit the College's Intellectual Property under a 15 year Technology Pipeline Agreement.  
Following the flotation of Imperial Innovations, the College Fund had a market value of £180m, split between Innovations (£107m), direct property (£10m) and a diversified liquid investment portfolio (£63m). As at 31 May 2007 this had increased to £201m an overall rise of 11.7%.  
The cash requirement for the College Fund, in relation to its own capital expenditure programme and its distribution commitment is reviewed by the Fund Executive on a monthly basis. As at 31 May 2007, the Fund had retained a cash balance of £1.8m – being sufficient to cover all commitments for the coming six months, and a liquidity event will deliver a further £9m in cash before the end of the Financial Year. |
| C.5. To maintain, develop and exploit the College estate so that facilities are appropriate for an internationally renowned institution. | To continue with the demolition and subsequent rebuilding of Southside Hall. This is due to be complete by Q3 2007.  
The Southside Hall project is on time and budget and scheduled to open to students in October 2007. |
To complete the development of the Burlington Danes Project.

To continue with projects to enhance the facilities of the College, using the SRIF 3 Research Capital allocations. These are due to be complete by Q2 2008.

To continue with a project considering utilisation of large lecture theatres, in order to improve the College’s overall space utilisation.

Completed and opened in June 2007.

Projects are in hand and scheduled to use the SRIF 3 allocations by Q2 2008 or, with agreement, by July 2008.

A project to refurbish and re-equip several lecture theatres is in hand.

<table>
<thead>
<tr>
<th>C.6. To develop and provide management information appropriate to College needs</th>
<th>To implement a number of IT systems and software to enhance the delivery of support service functions:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• To upgrade to a new version of InfoEd Proposal Development and develop operation reports as required.</td>
</tr>
<tr>
<td></td>
<td>• To implement the automated upload of costing data to the Research Council’s Je-S system</td>
</tr>
<tr>
<td></td>
<td>• To review College-wide Business Intelligence requirements.</td>
</tr>
<tr>
<td></td>
<td>• To continue to develop a system to support the College RAE submission, linking the college’s HR, Grants Management, Proposal Developments and Publications Management systems.</td>
</tr>
<tr>
<td></td>
<td>• To implement a publications crawler system as a college-wide publications management system, linking to and feeding Professional Web Pages on the College Internet.</td>
</tr>
<tr>
<td></td>
<td>• To implement a number of core pieces of standard functionality within the Oracle</td>
</tr>
</tbody>
</table>

These projects have been progressed and mainly completed though the business intelligence requirements and KPI tools have been subsumed into the next phase of the MIS programme, for delivery over the next 3 years (see Strategic Priorities for 2007/8).
Grants system, to enable further understanding of spend on Research Grants.

- To provide new tools to facilitate data mining, KPI management and statistical analysis.
- To continue with data entry within the new space database for residents space. To complete installation of software to allow users to run reports from the space database by the end of 2006.

To complete the extended Timetabling Project by Q3 2006.

Completed.

<table>
<thead>
<tr>
<th>D. Organisation</th>
<th>D.1. To develop a modern organisation which is efficient, effective and adaptable and</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To ensure that all planning and necessary actions to achieve withdrawal from the University of London in July 2007 are undertaken.</td>
</tr>
</tbody>
</table>

A Memorandum of Understanding was signed by the College and University and the College will secede from the University on its 100th birthday – 8 July 2007.

A Supplemental Charter and Statutes establishing the College as an independent university with its own degree awarding powers was granted by Her Majesty The Queen in Council on 4 April 2007. The Supplemental Charter comes into effect on 8 July 2007; the College’s 100th birthday.

New Ordinances and Regulations necessary to meet the College’s additional responsibilities have been approved by the Council. The new Charter, Statutes, Ordinances and Regulations will be published on 9 July 2007.

<table>
<thead>
<tr>
<th>D.2. To implement effective management processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop further support cluster formations in the Faculties of Engineering, Natural Sciences and Medicine.</td>
</tr>
<tr>
<td>To plan and implement significant restructuring of the Conferences and Catering operations to provide customer focused, commercial operations.</td>
</tr>
</tbody>
</table>

Research Services staff were transferred to the Faculties to complete the cluster formations.

A major restructuring has taken place without disruption.
| To continue to review the performance of organisational units and to carry out re-structuring in the Biomedical Sciences Division and elsewhere as necessary. To continuously examine new ways in which to report sustainability. To continue with the development and roll-out of the wide-spread use of Oracle Grants and InfoEd during 2006. To improve space utilisation by exploiting the linked capabilities of Timetabling, SAMS, Kx and Web Room Booking. To exploit Web CT for e-learning. To implement the recommendations arising from the reviews of: Internal Audit, Risk Management and Value for Money. To develop a number of collaborative arrangements with major research-led institutes, in order to improve efficiency and effectiveness of procurement. | The Biomedical Sciences Division was reviewed and staff transferred to Divisions in the Faculty of Medicine. Elements of the fEC contribution are retained centrally for investment and fEC performance is reported monthly. HEFCE’s Capital Investment Framework for HE is being used as a checklist. Oracle Grants and improved reporting are in use. The systems have been implemented, though space utilisation improvements have yet to be evaluated. The College’s VLE has been upgraded to WebCT6. A working party has been instituted to review e-learning in general and to propose a new VLE system. The recommendations arising from the reviews of Internal Audit, Risk Management and Value for Money have all been implemented. The provision of Internal Audit Services is being outsourced with effect from 1 August 2007 following a competitive tendering exercise and the College’s Risk Management and Value for Money policies and procedures have been revised in line with the reviews’ recommendations. The College led joint procurement groups on behalf of HEFCE (e.g. Research Equipment Affinity Group) covering the supply of MRI and NMR imaging equipment for a number of research-led institutes. The College established a new procurement collaboration with four other English Council 14th September 2007
<p>| | | |</p>
<table>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>D.3.</strong> To set high standards for compliance with health, safety and environmental legislation and stay in tune with evolving legislation.</td>
<td>To continue with the health and safety audit programme and to act on recommendations arising from an external Review of the College’s high level management of Health and Safety.</td>
<td>The external review of health and safety management conducted by Health and Safety Technology and Management Limited (HASTAM) produced a number of recommendations, all of which were accepted by the College. They are now being implemented by a high-level Working Group. HASTAM has been invited to return and conduct a progress review in September 2007.</td>
</tr>
<tr>
<td><strong>D.4.</strong> To foster productive relationships internally and externally.</td>
<td>To carry out a compliance review of the College for the Ionising Radiations Regulations 1999, in anticipation of a forthcoming visit by the Health and Safety Executive.</td>
<td>The College is reviewing and updating all of its health and safety policies, procedures and guidance notes as part of the implementation of the HASTAM recommendations.</td>
</tr>
<tr>
<td><strong>E. Influence</strong></td>
<td><strong>E.1.</strong> To understand and influence the thinking of key stakeholders</td>
<td>To finalise and publish guidance on vaccinations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To continue to take an active role as a member of the IDEA League, encouraging the sharing of large-scale facilities and project-based collaborations between members.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To take an active role in consulting with the appropriate bodies over the future of RAE.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To continue to contribute fully to all reviews and consultations.</td>
</tr>
</tbody>
</table>
## Priorities for 2007/08

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Objectives</th>
<th>Strategic priorities/ key activities in 2007/08</th>
</tr>
</thead>
</table>
| A. Education | A.1. To continue to provide academically excellent courses within a world-class intellectually challenging and invigorating environment which is responsive to industry, commerce and society. | To ensure that all relevant taught courses are compliant with the Bologna criteria.  
To prepare for the Graduate entry MB BS from October 2008.  
To continue to develop the ‘Envision’ programme for engineering undergraduate courses.  
To prepare for the Chemical Engineering with nuclear engineering undergraduate course.  
To run executive education courses from the Business School with a range of employers including RBS, Arup, BT and Confederation of Indian Industry.  
To begin to implement the recommendations of the working party on e-learning.  
To continue to develop and to analyse the efficacy of Roberts transferable skills training for research students and postdoctoral researchers.  
To continue to develop teaching skills to maintain excellent educational provision. |
| | A.2. To attract and recruit, from any country, those students most able to benefit from College courses. | To introduce the Biomedical Admissions Test (BMAT) for 2009 entry to the BSc/MSc in Biomedical Sciences.  
To design and deliver a workshop for inexperienced undergraduate admission tutors.  
To enhance the admissions process through facilitating all admissions on-line and by providing more ‘faculty facing’ processes.  
To continue to review home and international student recruitment in line with College strategy.  
To develop wherever possible new scholarship schemes to support the ablest students.  
To continue to identify and support collaborative international opportunities. |
<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Objectives</th>
<th>Strategic priorities/ key activities in 2007/08</th>
</tr>
</thead>
</table>
| B. Research | **B.1. To continue to undertake research at the highest international level within a world-class intellectually challenging and invigorating environment.** | To continue investment in the College’s academic staff in order to maintain research excellence.  
To continue to develop and implement a research strategy for the College which responds to scientific and funding developments and encourages multidisciplinary activities.  
To continue to provide internal mechanisms and schemes to encourage and support research of the highest international quality.                                                                                                                                 |
|           | **B.2. To extend, work across or join the boundaries of research disciplines.**       | To continue to encourage effective co-ordination of bids for large research grants, encompassing a broad range of disciplines.  
To explore mechanisms for the development of research activities of long-term strategic importance to the College.                                                                                                                                 |
|           | **B.3. To enable the realisation of research and facilitate its application to industry, commerce, healthcare and society.** | To establish an Academic Health Science Centre in partnership with the merged Hammersmith and St Marys NHS Trusts.  
To continue to promote entrepreneurial activity.  
To consider approaches to encouraging entrepreneurial skills amongst researchers.                                                                                                                                 |
| C. Resources | **C.1. To become financially fully sustainable**                                      | To continue to develop and implement the financial strategy of providing capital for investment purposes.  
To continue to review and refine TRAC and fEC accounting and to apply to costing and, where possible, pricing.                                                                                                                                 |
|           | **C.2. To diversify and increase sources of income.**                                | To continue to seek new sources of income especially for research.                                                                                                                                                                                                                                     |
|           | **C.3. To plan for future liabilities and assets.**                                  | To seek the designation of the College’s Reactor under the Energy Act 2004 to enable the NDA to accept responsibility for funding the decommissioning of the facility.  
To deliver a total return of 4% pa above the Retail Price Index from the Imperial College Fund measured over a rolling three year period, to enable a regular distribution of 4% of the net asset value to the College each year.  
To provide access to debt up to the limit determined by reference to the net asset value of the Fund.                                                                                                                                 |
<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Objectives</th>
<th>Strategic priorities/ key activities in 2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.4.</td>
<td>To attract, reward, develop and retain staff of the highest calibre.</td>
<td>To continue to implement the College HR strategy, including to provide competitive remuneration, supporting strategic staffing reorganisations and leveraging our reputation as a good employer through sustained equality and development activity.</td>
</tr>
<tr>
<td>C.5.</td>
<td>To maintain, develop and exploit the College estate so that facilities are appropriate for an internationally renowned institution.</td>
<td>Amongst other projects, to open the new Southside Hall of Residence, to begin work on a new Eastside Hall of Residence, to commence a renovation programme for the Huxley building, to commence design work for a new engineering complex, and to complete the SRIF 4 funded projects. To complete phase 2 (24 lecture theatres) of the project to refurbish the College’s main lecture theatres.</td>
</tr>
<tr>
<td>C.6.</td>
<td>To develop and provide management information appropriate to College needs</td>
<td>To commence the phased programme of linked projects to enhance and exploit the value of the college’s investment in new IT over the past few years with a focus on customer needs rather than system provision. Including business intelligence requirements.</td>
</tr>
<tr>
<td>D. Organisation</td>
<td>D.1. To develop a modern organisation which is efficient, effective and adaptable and D.2. To implement effective management processes</td>
<td>To manage the succession from Sir Richard Sykes to Sir Roy Anderson as Rector. To ensure that the College continues to be recognised in medical legislation as an institution authorised to deliver medical education. To implement the new governance framework for the College Fund. To commence a new internal audit regime with Deloittes as external providers.</td>
</tr>
<tr>
<td>D.3.</td>
<td>To set high standards for compliance with health, safety and environmental legislation and stay in tune with evolving legislation</td>
<td>To continue with the implementation of the HASTAM Review’s recommendations.</td>
</tr>
<tr>
<td>D.4.</td>
<td>To foster productive relationships internally and externally.</td>
<td>To continue to promote equal opportunities including supporting the work of the College’s staff advisory groups e.g. ‘Imperial as One’, the Disabilities Equality Group and the Academic Opportunities committee. To continue to foster good community relations via the Imperial Volunteer Centre. To develop international relationships with a small number of leading institutions.</td>
</tr>
<tr>
<td>E. Influence</td>
<td>E.1. To understand and influence the thinking of key stakeholders</td>
<td>To maintain good relations with the main funding agencies on key issues for the college including the introduction of ‘metrics’ for research assessment and funding.</td>
</tr>
</tbody>
</table>
**Annex C**

**Financial forecasts 2007:**
**Supporting commentary to the forecast tables**

A. **Financial Strategy/overview**

For commercial and market sensitivity reasons these forecast do not include any trading activities and the resultant changes in the balance sheet of our subsidiary Imperial innovations Group plc in which the College has a 59% interest.

1. **Strategic context and Operating plan**

i) Our financial strategy is to ensure that the College continues to develop and secure a position of financial strength to allow investment in College defined priorities to meet and further its strategic objectives.

ii) The College anticipates its operating activities to generate a surplus of £7m at the operating level and a further £7m exceptional income from the sale of non core properties in the current year, 2006/07. A modest operating surplus of £3m is budgeted for 2007/08 and thereafter operating surpluses of £10m, £14m and £15m respectively are planned for the three subsequent years. No exceptional income is anticipated for the plan years.

iii) These forecasts take account of the costs of servicing the long term borrowings, the increased costs relating to the amortisation of College-funded fixed assets, the introduction of “top-up” fees and full economic costing (fEC) for Research Council grants. The planned operating surpluses are principally due to the additional contribution from the fEC grants and, although this is recorded as surplus in our Income statement and adds to our reserves, this income is being used to acquire equipment and renew and develop our research infrastructure base.

iv) Income from research grants and contracts is planned to increase by some 9% to £223m in the current year and budgeted to increase by 10% to £246m in 2007/08 and thereafter forecast to grow by an annual average of circa 6% to £282m in the final year of the plan.

v) The College continues to invest in the recruitment of research, academic and other professional staff. Staff costs remain at around 55% of the total College expenditure throughout the plan period.

vi) Investment in capital expenditure to enhance and renew our infrastructure base continues. The College plans to spend a record £147m in the budget year and an average of approximately £100m for each of the three subsequent years and key risks associated with each of these are continuously monitored and updated as the funding environment changes.

vii) To provide maximum flexibility to fund the investment programme and manage these risks, the College has a borrowing policy in place with facilities of up to £175 million. The borrowing policy permits a strategic approach to optimising the return from the asset base of the College. The need to extract maximum value from surplus property assets and IPR realisation remains clear. However, in the short term, emphasis continues on tight control of the operating result and effective treasury management.
2. Key risks

i) Lower than planned research activity – contributions from sponsors towards College overheads, including additional monies from fEC are budgeted at £43m. If the planned increase in the research activity does not materialise or fEC awards do not flow through, the College's income from this source would be proportionally lower.

ii) The College has budgeted to receive some £61m from overseas students in the budget year which represents 25% of its total available income for core activities, excluding research. Any significant reduction in its overseas student population would have a major impact on its capacity to invest in core activities.

iii) A substantial part of the College income, both from research activities and overseas student fees, can be affected by changes in exchange rates and could therefore have an adverse impact on overall College income.

iv) The capital expenditure programme totals £440m in the four year of the plan of which some 30% is anticipated to be met from grants from HEFCE and other sources. Any reduction in such grants will seriously restrict our ability to invest for the development of our infrastructure base.

v) With the major construction activities in the country, associated particularly with the 2012 Olympics, there is a risk of higher construction cost inflation. This, together with any slippages, in terms of cost overruns or timelines, in our substantial capital expenditure programme, would have an adverse impact on the financial position and on the academic mission of the College.

vi) Any changes in the RAE rankings might impact the College share of the HEFCE core grants and could therefore impact our academic mission.

3. Specific actions taken to ensure continued financial viability

i. The College is committed to the concept of sustainability and aims to leverage maximum possible income through the rigorous pursuit of the full economic costing (fEC) principles in its submission of research contracts with all funders where appropriate.

ii. A ring fenced Imperial College Fund has been established as a vehicle to hold and manage those College assets deemed to be non core and with the sole purpose of maximizing the value of these assets through their exploitation, investment or sale. Whilst the Fund is not a separate legal entity a regular dividend will in due course be paid from the Fund to support the capital needs of the College. Further, the borrowing limit of the College is set by reference to the asset value of the College Fund.

iii. College is continuing to progress a number of initiatives to simplify its systems and processes with the primary aim of achieving efficiencies and to reduce the cost base of administration and support activities.

B. Supporting information to the financial forecast tables

1. Analysis of significant movements

i) As a result of the College’s capital programme both depreciation and interest payable are forecast to increase significantly over the plan period. The forecast assumes that interest rates remain close to current levels.
ii) The capital expenditure programme includes projects which have not yet received formal approval from the College’s Council but are considered likely to be undertaken. This reflects the increased borrowing that the College has now entered into.

iii) The external borrowing, raised to finance the capital program, increases by £50m from £123m at 31 July 2006 to £173m at 31 July 2007 and is anticipated to remain at that level during the plan period.

2. Exceptional and unusual items

The College is not basing its financial performance on the achievement of any exceptional items in future years. However there will be a £7m exceptional item in 2006/07 which relates to income from the disposal of a non-core property.

C. Commentary approval

The forecast tables and commentary were approved by the Council through Chairman’s action.

Signed on behalf of the institution by:

Sir Richard Sykes, Rector
Martin Knight, Chief Operating Officer
Financial forecasts 2007

HEFCE finance adviser: Penny Moynihan
Telephone number: 0117 931 7283
E-mail address: p.moynihan@hefce.ac.uk

Financial indicators (automated table)
Institution: Imperial College
Code: H-0132
UKPRN: 10003270

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Historical cost surplus/(deficit) as a % of total income</td>
<td>2.3</td>
<td>2.7</td>
<td>0.5</td>
<td>1.6</td>
<td>2.2</td>
<td>2.2</td>
</tr>
<tr>
<td>Discretionary reserves including pension asset/(liability) as a % of total income</td>
<td>32.7</td>
<td>33.0</td>
<td>31.1</td>
<td>31.2</td>
<td>31.9</td>
<td>33.3</td>
</tr>
<tr>
<td>External borrowing as a % of total income</td>
<td>24.6</td>
<td>22.5</td>
<td>29.2</td>
<td>27.8</td>
<td>26.4</td>
<td>25.7</td>
</tr>
<tr>
<td>Current ratio</td>
<td>1.43</td>
<td>1.27</td>
<td>1.14</td>
<td>0.84</td>
<td>0.69</td>
<td>0.55</td>
</tr>
<tr>
<td>Net liquidity days</td>
<td>111</td>
<td>89</td>
<td>72</td>
<td>44</td>
<td>28</td>
<td>12</td>
</tr>
</tbody>
</table>

Table 1: Income and expenditure account
Institution: Imperial College
Code: H-0132
UKPRN: 10003270

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>1. Funding council grants</td>
<td>148,143</td>
<td>154,136</td>
<td>165,375</td>
<td>169,839</td>
<td>172,388</td>
<td>176,505</td>
</tr>
<tr>
<td>2. Academic fees and support grants</td>
<td>72,020</td>
<td>87,000</td>
<td>95,179</td>
<td>103,282</td>
<td>108,951</td>
<td>114,600</td>
</tr>
<tr>
<td>3. Research grants and contracts</td>
<td>204,873</td>
<td>223,016</td>
<td>246,328</td>
<td>257,512</td>
<td>274,685</td>
<td>281,896</td>
</tr>
<tr>
<td>4. Other operating income</td>
<td>72,115</td>
<td>74,765</td>
<td>78,093</td>
<td>84,753</td>
<td>92,792</td>
<td>96,915</td>
</tr>
<tr>
<td>5. Endowment income and interest receivable</td>
<td>6,280</td>
<td>7,859</td>
<td>7,955</td>
<td>8,179</td>
<td>8,617</td>
<td>3,064</td>
</tr>
<tr>
<td>6. Total income: group and share of joint venture(s)</td>
<td>503,431</td>
<td>546,777</td>
<td>592,510</td>
<td>623,266</td>
<td>655,273</td>
<td>672,980</td>
</tr>
<tr>
<td>7. Less: share of income in joint venture(s)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. Total income</td>
<td>503,431</td>
<td>546,777</td>
<td>592,510</td>
<td>623,266</td>
<td>655,273</td>
<td>672,980</td>
</tr>
<tr>
<td>Expenditure</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>9. Staff costs</td>
<td>285,032</td>
<td>293,040</td>
<td>319,213</td>
<td>335,315</td>
<td>351,440</td>
<td>360,838</td>
</tr>
<tr>
<td>10. Other operating expenses</td>
<td>178,780</td>
<td>201,559</td>
<td>218,630</td>
<td>217,764</td>
<td>227,209</td>
<td>233,242</td>
</tr>
<tr>
<td>11. Depreciation</td>
<td>36,678</td>
<td>39,312</td>
<td>46,466</td>
<td>52,841</td>
<td>54,400</td>
<td>56,465</td>
</tr>
<tr>
<td>12. Interest payable</td>
<td>2,876</td>
<td>6,866</td>
<td>5,000</td>
<td>7,346</td>
<td>7,724</td>
<td>7,436</td>
</tr>
<tr>
<td>13. Total expenditure</td>
<td>503,366</td>
<td>539,777</td>
<td>589,309</td>
<td>613,266</td>
<td>640,773</td>
<td>657,980</td>
</tr>
<tr>
<td>14. Surplus/(deficit) after depreciation of assets at valuation and before exceptional items and tax</td>
<td>56</td>
<td>7,000</td>
<td>3,200</td>
<td>10,000</td>
<td>14,500</td>
<td>15,000</td>
</tr>
<tr>
<td>15. Share of surplus/(deficit) in joint venture(s) and/or associate companies</td>
<td>133</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16. Exceptional items</td>
<td>10,744</td>
<td>7,642</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>17. Surplus/(deficit) after depreciation of assets at valuation and before tax</td>
<td>10,942</td>
<td>14,642</td>
<td>3,200</td>
<td>10,000</td>
<td>14,500</td>
<td>15,000</td>
</tr>
<tr>
<td>18. Taxation</td>
<td>-19</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19. Minority interest</td>
<td>333</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20. Surplus/(deficit) after depreciation of assets at valuation and tax</td>
<td>11,256</td>
<td>14,642</td>
<td>3,200</td>
<td>10,000</td>
<td>14,500</td>
<td>15,000</td>
</tr>
<tr>
<td>21. Transfer from/(to) accumulated income within specific endowments</td>
<td>394</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>22. Surplus/(deficit) for the year retained within general reserves</td>
<td>11,650</td>
<td>14,642</td>
<td>3,200</td>
<td>10,000</td>
<td>14,500</td>
<td>15,000</td>
</tr>
</tbody>
</table>

Note of historical cost surpluses and deficits

23. Surplus/(deficit) after depreciation of assets at valuation and tax | 11,256   | 14,642   | 3,200    | 10,000   | 14,500   | 15,000   |
24. Difference between a historical cost depreciation and the actual depreciation charge for the year calculated on the revalued amount | 0        | 0        | 0        | 0        | 0        | 0        |
25. Realisation of property revaluation gains of previous years | 147      | 0        | 0        | 0        | 0        | 0        |
26. Historical costs surplus/(deficit) after tax | 11,403   | 14,642   | 3,200    | 10,000   | 14,500   | 15,000   |
## Table 2: Balance sheet

**Institution: Imperial College**

| Code: | H-0132 |
| UKPRN: | 10003270 |

<table>
<thead>
<tr>
<th>Date</th>
<th>31/7/06</th>
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<td>£000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### 1. Fixed assets

1a. Intangible assets: 0

1b. Tangible assets: £556,381, £602,369, £703,304, £769,762, £816,462, £832,698

1c. Investments: £39,496, £44,310, £46,977, £46,977, £46,977, £46,977

1d. Share of net investment assets/(liabilities) in joint ventures: 0

1e. Total fixed assets: £595,877, £646,680, £750,281, £816,740, £863,440, £879,675

### 2. Endowment assets: £52,216, £56,599, £58,540, £61,256, £63,996, £66,736

### 3. Current assets

3a. Stocks and stores in hand: £312, £312, £312, £312, £312, £312

3b. Debtors: £87,516, £84,515, £86,440, £81,688, £81,450, £83,056

3c. Investments: £1,594, 0, 0, 0, 0, 0

3d. Cash in hand and at bank: £140,615, £121,838, £106,424, £67,168, £45,425, £19,392

3e. Total current assets: £230,037, £206,665, £193,176, £149,168, £127,187, £102,760

### 4. Creditors: amounts falling due within one year


4b. Current portion of long-term liabilities: 688

4c. Bank overdrafts: 0

4d. Total amounts falling due within one year: £161,013, £162,641, £169,796, £176,715, £183,182, £186,949

### 5. Net current assets/(liabilities): £69,024, £44,024, £23,380, £-27,547, £-55,995, £-84,189

### 6. Total assets less current liabilities: £717,117, £747,303, £832,201, £850,449, £871,441, £862,222

### 7. Creditors: amounts falling due after more than one year

7a. Reimbursable by the funding council: 0


7c. Other long-term creditors: £33,813, £33,561, £33,308, £33,056, £32,804, £32,551

7d. Total amounts due after more than one year: £157,013, £156,761, £206,508, £206,256, £206,004, £205,751

### 8. Provisions for liabilities and charges: £11,707, £8,960, £8,748, £8,748, £8,748, £8,748


### 10. Pension asset/(liability): £124, £124, £124, £124, £124, £124

### 11. Total net assets including pension asset/(liability): £548,521, £581,706, £617,069, £635,569, £656,813, £647,847

### 12. Deferred capital grants: £301,284, £314,029, £343,814, £349,598, £353,602, £326,896

### 13. Endowments

13a. Specific endowments: £49,562, £53,839, £55,669, £56,271, £60,891, £63,507

13b. General endowments: £2,654, £2,760, £2,871, £2,985, £3,105, £3,229

13c. Total endowments: £52,216, £56,599, £58,540, £61,256, £63,996, £66,736

### 14. Reserves


14b. Minority interest: £18,884, £18,884, £18,884, £18,884, £18,884, £18,884

14c. Income and expenditure account: £162,071, £177,563, £181,201, £191,201, £205,700, £220,700

14d. Total reserves: £195,031, £211,078, £214,716, £224,715, £239,215, £254,215

### 15. Total funds: £548,521, £581,706, £617,069, £635,569, £656,813, £647,847
Financial forecasts 2007

HEFCE finance adviser: Penny Moynihan
Telephone number: 0117 931 7283
E-mail address: p.moynihan@hefce.ac.uk

Table 3: Cash flow statement
Institution: Imperial College
Code: H-0132
UKPRN: 10003270

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. Cash flow from operating activities (from Table 4 head 15)</td>
<td>48,107</td>
<td>29,435</td>
<td>24,182</td>
<td>42,910</td>
<td>45,264</td>
<td>46,040</td>
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<tr>
<td>2. Returns on investments and servicing of finance</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>2a. Income from endowments</td>
<td>1,328</td>
<td>2,407</td>
<td>2,445</td>
<td>2,487</td>
<td>2,530</td>
<td>2,575</td>
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<td>2b. Income from short-term investments</td>
<td>3,308</td>
<td>5,452</td>
<td>5,089</td>
<td>5,392</td>
<td>3,886</td>
<td>489</td>
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<td>2c. Other interest received</td>
<td>1,676</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>2d. Interest paid</td>
<td>-3,281</td>
<td>-5,866</td>
<td>-5,000</td>
<td>-7,346</td>
<td>-7,724</td>
<td>-7,436</td>
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<td>2e. Other items</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>2f. Net cash flow from returns on investments and servicing of finance</td>
<td>3,031</td>
<td>1,993</td>
<td>2,535</td>
<td>534</td>
<td>-1,307</td>
<td>-4,372</td>
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<td>3. Taxation</td>
<td>-57</td>
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<td>0</td>
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<td>0</td>
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<tr>
<td>4. Capital expenditure and financial investment</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4a. Payments to acquire tangible assets</td>
<td>-107,976</td>
<td>-86,400</td>
<td>-147,400</td>
<td>-119,300</td>
<td>-101,100</td>
<td>-72,700</td>
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<tr>
<td>4b. Payments to acquire endowment asset investments</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4c. Total payments to acquire fixed/endowment assets</td>
<td>-107,976</td>
<td>-86,400</td>
<td>-147,400</td>
<td>-119,300</td>
<td>-101,100</td>
<td>-72,700</td>
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<tr>
<td>4d. Receipts from sale of tangible assets</td>
<td>23,324</td>
<td>8,142</td>
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<td>0</td>
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<tr>
<td>4e. Receipts from sale of endowment assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>4f. Deferred capital grants received</td>
<td>67,582</td>
<td>36,900</td>
<td>57,500</td>
<td>36,600</td>
<td>35,400</td>
<td>5,000</td>
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<tr>
<td>4g. Endowments received</td>
<td>169</td>
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<td>0</td>
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<td>4h. Other items</td>
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<tr>
<td>4i. Net cash flow from capital expenditure and financial investment</td>
<td>-16,901</td>
<td>-40,758</td>
<td>-89,900</td>
<td>-82,700</td>
<td>-65,700</td>
<td>-67,700</td>
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<td>5. Acquisitions and disposals</td>
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<td>0</td>
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<td>6. Cash flow before use of liquid resources and financing</td>
<td>34,180</td>
<td>-9,330</td>
<td>-63,184</td>
<td>-39,256</td>
<td>-21,743</td>
<td>-26,033</td>
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<tr>
<td>7. Management of liquid resources</td>
<td>18,841</td>
<td>-1,805</td>
<td>-2,230</td>
<td>0</td>
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<td>0</td>
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<td>8. Financing</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>8a. Capital element of finance lease repayments</td>
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<td>8b. Mortgages and loans acquired</td>
<td>73,200</td>
<td>0</td>
<td>50,000</td>
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<td>0</td>
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<td>8c. Mortgage and loan capital repayments</td>
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<td>0</td>
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<td>8d. Other items</td>
<td>0</td>
<td>0</td>
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<tr>
<td>8e. Net cash flow from financing</td>
<td>73,200</td>
<td>0</td>
<td>50,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>9. Increase/(decrease) in cash in the period</td>
<td>126,221</td>
<td>-11,135</td>
<td>-15,414</td>
<td>-39,256</td>
<td>-21,743</td>
<td>-26,033</td>
</tr>
</tbody>
</table>

Table 4: Reconciliation of surplus/(deficit) for the year to net cash flow
Institution: Imperial College
Code: H-0132
UKPRN: 10003270

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Surplus/(deficit) after depreciation of assets at valuation and before tax (from Table 1 head 17)</td>
<td>10,942</td>
<td>14,642</td>
<td>3,200</td>
<td>10,000</td>
<td>14,500</td>
<td>15,000</td>
</tr>
<tr>
<td>2. Depreciation (from Table 1 head 11)</td>
<td>36,678</td>
<td>39,312</td>
<td>46,466</td>
<td>52,841</td>
<td>54,400</td>
<td>56,465</td>
</tr>
<tr>
<td>4. (Increase)/decrease stocks</td>
<td>29</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>5. (Increase)/decrease in debtors</td>
<td>14,150</td>
<td>3,001</td>
<td>-1,925</td>
<td>4,752</td>
<td>238</td>
<td>-1,696</td>
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<td>6. Increase/(decrease) in creditors</td>
<td>26,322</td>
<td>1,376</td>
<td>6,903</td>
<td>6,666</td>
<td>6,215</td>
<td>3,515</td>
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<td>7. Increase/(decrease) in provisions</td>
<td>-1,314</td>
<td>-2,747</td>
<td>-212</td>
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<td>0</td>
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<td>8. Interest payable (from Table 1 head 12)</td>
<td>2,876</td>
<td>5,866</td>
<td>5,000</td>
<td>7,346</td>
<td>7,724</td>
<td>7,436</td>
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<td>9. Investment income</td>
<td>-6,280</td>
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<td>-7,535</td>
<td>-7,879</td>
<td>-6,417</td>
<td>-3,064</td>
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<td>10. Profit on sale of endowment assets</td>
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<td>0</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>11. Other</td>
<td>-341</td>
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<td>0</td>
<td>0</td>
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<td>0</td>
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<td>12. Deemed disposal</td>
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<td>13. Profits of associated company</td>
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<td>14. Details</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>15. Net cash flow from operating activities</td>
<td>48,107</td>
<td>29,435</td>
<td>24,182</td>
<td>42,910</td>
<td>45,264</td>
<td>46,040</td>
</tr>
</tbody>
</table>
Financial forecasts 2007

HEFCE finance adviser: Penny Moynihan
Telephone number: 0117 931 7283
E-mail address: p.moynihan@hefce.ac.uk

Table 5: Supporting data
Institution: Imperial College
Code: H-0132
UKPRN: 10003270

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1. Identification of items included in other operating expenses (Table 1 head 10)
   1a. Operating leases and other long term operating expense commitments
   1b. Annual contract cost of PFI deals
   1c. Maintenance expenditure

Student number forecasts 2007

Table 6: Student number forecasts (FTEs)
Please complete student numbers in FTEs
Institution: Imperial College
Code: H-0132
UKPRN: 10003270

<table>
<thead>
<tr>
<th></th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
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<tbody>
<tr>
<td></td>
<td>Home &amp; EC</td>
<td>Island &amp; o'seas</td>
<td>Home &amp; EC</td>
<td>Island &amp; o'seas</td>
<td>Home &amp; EC</td>
</tr>
<tr>
<td>Total full-time</td>
<td>5,938</td>
<td>2,261</td>
<td>5,958</td>
<td>2,254</td>
<td>5,879</td>
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<tr>
<td>UG</td>
<td>965</td>
<td>765</td>
<td>975</td>
<td>741</td>
<td>1,013</td>
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<tr>
<td>PGT</td>
<td>1,429</td>
<td>576</td>
<td>1,469</td>
<td>634</td>
<td>1,527</td>
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<td>PGR</td>
<td>8,332</td>
<td>3,602</td>
<td>8,402</td>
<td>3,829</td>
<td>8,419</td>
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<th>2010-11</th>
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<tbody>
<tr>
<td></td>
<td>Home &amp; EC</td>
<td>Island &amp; o'seas</td>
</tr>
<tr>
<td>Total full-time</td>
<td>5,879</td>
<td>2,176</td>
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<tr>
<td>UG</td>
<td>1,013</td>
<td>743</td>
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<tr>
<td>PGT</td>
<td>1,527</td>
<td>668</td>
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<tr>
<td>PGR</td>
<td>8,419</td>
<td>3,587</td>
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<td>Island &amp; o'seas</td>
<td>Home &amp; EC</td>
<td>Island &amp; o'seas</td>
<td>Home &amp; EC</td>
</tr>
<tr>
<td>Total part-time</td>
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<td>8,402</td>
<td>3,829</td>
<td>8,419</td>
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</tr>
<tr>
<td>PGT</td>
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<td>33</td>
<td>204</td>
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<tr>
<td>PGR</td>
<td>423</td>
<td>130</td>
<td>418</td>
<td>135</td>
<td>429</td>
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<td>Total</td>
<td>655</td>
<td>167</td>
<td>630</td>
<td>167</td>
<td>648</td>
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</table>
PAPER B

STAFF MATTERS

For the period 1 June – 31 August 2007

A Note by the Rector

DEANS

Professor Alan ATKINSON FIMMM CEng FinstP CSci in the Department of Materials will serve as Dean for the Faculty of Engineering and the Tanaka Business School with effect from 1 September 2007 to 31 August 2010.

Professor J D GIBBON BSc PhD FIMA in the Department of Mathematics will serve as Dean for the Faculty of Natural Sciences from 1 September 2007 to 31 August 2010.

Professor Robert E SINDEN DSc FMedSci in the Division of Cell and Molecular Biology and Dean for the Faculty of Natural Sciences will succeed Professor Richard I Kitney OBE FREng DSc FCGI as Senior Dean from 1 September 2007 to 31 August 2008.

TEACHING FELLOWS 2007

The following have been selected to be the Imperial College Teaching Fellows for 2007:

Professor John COSGROVE, Department of Earth Science and Engineering in the Faculty of Engineering.

Professor Milija N PAVLOVIC, Department of Civil and Environmental Engineering in the Faculty of Engineering.

HEAD OF THE DEPARTMENT OF LIFE SCIENCES

Professor Ian OWENS, Professor of Evolutionary Ecology and previously joint Head of the Division of Biology, has been appointed as Head of the Department of Life Sciences with effect from 1 August 2007.

FACULTY OPERATING OFFICER FOR NATURAL SCIENCES

Mr Robert D CUMMINS, previously Project Director, North East Diagnostic Scheme at Alliance Medical, has been appointed Faculty Operating Officer for Natural Sciences with effect from 17 July 2007.
PROFESSORS/ READERS

Professor Sergei I CHERNYSHENKO, currently Professor of Fluid Dynamics in the School of Engineering Sciences at the University of Southampton, has been appointed to the post of Chair in Aerodynamics, Department of Aeronautics, in the Faculty of Engineering with effect from 1 November 2007.

Dr Andrew Colin DAVIES, currently Co-Director of the EPSRC Environmental/ Innovation Studies Centre in the Tanaka Business School, Imperial College London, has been appointed as Reader in Innovation and Entrepreneurship, in the Tanaka Business School, with effect from 1 September 2007.

Professor Leszek FRASINSKI, currently Professor of Atomic and Molecular Physics at the University of Reading, has been appointed to the post of Chair in Atomic and Molecular Physics, in the Faculty of Natural Sciences, with effect from 1 October 2007.

Professor Helmut JAKUBOWICZ, currently Head of External Research at Veritas DGC Limited, has been appointed to the post of PGS Chair in Petroleum Geophysics, Department of Earth Science and Engineering, in the Faculty of Engineering, with effect from 1 September 2007.

Professor Russell LANDE, previously Professor in the Department of Biology, Section of Ecology, Behaviour and Evolution at the University of California, San Diego, has been appointed as Royal Society Research Professor, Division of Biology, Department of Life Sciences, in the Faculty of Natural Sciences, with effect from 1 August 2007.

Professor Michael David SCHNEIDER, currently MD Anderson Foundation Professor in the Department of Medicine at Baylor College of Medicine, Houston, Texas, has been appointed as Head of Cardiovascular Science and Chair in Cardiology, NHLI, in the Faculty of Medicine, with effect from 1 September 2007.

Professor Bruce Stephan TETHER, currently Professor of Innovation Management and Strategy, Manchester Business School, University of Manchester, has been appointed to the Chair in Design and Innovation, in the Tanaka Business School, with effect from 1 October 2007.

Dr Jill WARNER, currently Reader in Allergy and Immunology at the University of Southampton, has been appointed as Reader in Allergy and Immunology, Department of Immunology, in the Faculty of Medicine, with effect from 1 September 2007.

VISITING PROFESSORS/ READERS

Professor Derek BUNN, currently employed as Professor of Decision Sciences, Chairman of the Decision Sciences subject area and Director of the Energy Markets Group at the London Business School, has been offered an association as a Visiting Professor in the Centre for Environmental Policy, Faculty of Natural Sciences, with effect from 1 August 2007 until 31 July 2009.

Dr Kym E JARVIS, currently employed as Head of NERC ICP Facility at NERC, has been offered an association as Visiting Professor in the Department of Materials, Faculty of Engineering, with effect from 1 August 2007 until 31 July 2008.

Professor Jonathan KYDD, previously Professor of Agricultural Development Economics, Imperial College London, has accepted an association as a Visiting Professor in the Centre
Dr Martin PARRY, currently Chair of Working Group 11 (Impacts, Adaptation and Vulnerability) of the Intergovernmental Panel on Climate Change (IPCC), based at the Hadley Centre for Climate Predication and Research, U.K. Meteorological Office, has been offered an association as a Visiting Professor in the Centre for Environmental Policy, Faculty of Natural Sciences, with effect from 1 August 2007 until 31 July 2009.

Dr Paul N SMITH, currently employed as Manager of the Answers Software Service at Serco Assurance (previously AEA Technology and UKAEA), has been offered an association as Visiting Professor in the Department of Earth Science and Engineering, Faculty of Engineering with effect from 1 June 2007 until 31 May 2010.

RETIREMENTS

Mr Tony MITCHESON, College Secretary and Clerk to the Court and Council, will retire with effect from 30 September 2007.

Professor Rees RAWLINGS, Pro-Rector (Educational Quality), will retire with effect from 30 September 2007.

Professor Dame Julia HIGGINS, Principal of the Faculty of Engineering, will retire with effect from 30 September 2007.

RESIGNATIONS

Dr David BRITTON has resigned from his post as Reader in Physics in the Department of Physics with effect from 31 August 2007 to take up a Chair appointment at the University of Glasgow.

Dr Serafina CUOMO has resigned from her post as Reader in the History of Science in the Centre for the History of Science, Technology and Medicine with effect from 31 August 2007 to take up an appointment as a Lecturer in the Department of History at Birkbeck College.

Professor Manuel B GRAEBER has resigned from his post as Head of the University Department of Neuropathology in the Division of Neurosciences and Mental Health with effect from 11 June 2007.

Dr Steve MITCHELL has resigned from his post as Reader in Drug Metabolism in the Division of Neurosciences and Mental Health with effect from 31 July 2007.

Professor Susan NOURSHARGH has resigned from her post as Professor of Immunopharmacology, NHLI, with effect from 31 July 2007.

Professor Rory J SHAW has resigned from his post as Medical Director of the Hammersmith Hospital NHS Trust in the Faculty of Medicine with effect from 31 August 2007.

Professor Jeff WAAGE has resigned from his post as Chair in Applied Ecology in the Centre for Environmental Policy with effect from 31 July 2007. Following his resignation, he has been offered an association as a Visiting Professor with the College with effect from 1 August 2007 until 31 July 2010.
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FINANCE MANAGEMENT REPORT

A Note by the Chief Operating Officer

1. Closure of the year-end accounts is well under way. The overall picture is as previously reported. The highlights are research income of some £230M, a 12% increase on last year’s figure (but see Paragraph 2.a below); the three large Faculties are all breaking even, with the Business School running a small deficit (sub £1M); basic Support Services costs are marginally ahead of budget (£72.3M versus £73M), but Commercial Services have significantly out-performed, producing an almost break even outturn excluding re-structuring costs (versus a £2.0M deficit budget). At a College operating level, there is therefore likely to be a surplus of c. £6M, which, after taking the Innovations results into account, will translate into a net surplus of c. £3M. On cash, we are consistently surprised on the upside. Cash outturn is likely now to be a net borrowing figure of only £18M. Analysis of the outperformance shows a £40M working capital benefit and an £18M under-spend on capital expenditure.

2. There are 5 details worth highlighting:

a. There are residual issues around the quantum of research income in Engineering. There has been diligent analysis of details of this Faculty’s income largely relating to a grant of a previously unidentified software licence. It is possible that this could increase the research income by nearly £20M last year, next year and the year after. But there are technical reporting issues which are still under discussion with HEFCE and the outcome is not yet clear. Including this figure will mean that Engineering’s research volume increase will be spectacular: two years ago, the figure was £33M; last year, the figure was £45M; the budget for 2006/07 was £40M and the outturn could be £78M – or £58M, which is in itself outstanding too.

b. The Innovations results, whilst not formally audited, are close to conclusion and their preliminary results will be announced on 27th September. The figures used in the above commentary are UK GAAP figures. However, as previously noted, the Innovations accounts are prepared and their results are reported on the basis of IFRS, which produces a significantly different P&L figure.

c. The sale of 47, Prince’s Gate did not take place by 31 July as had been anticipated. The purchaser failed to produce the purchase price funds on the agreed completion date and it was therefore delayed until 17 August, when the funds were received in full. Discussions continue with the auditors on the appropriate treatment of this sale. The cash is now in the bank; the issue is whether we recognise the profit of c. £7.8M in 2006/07 or 2007/08.

d. Discussions continue with the relevant authority on the costs of decommissioning the Reactor at Silwood. It is unlikely, in my opinion, whichever way the cards fall, that we will feel it appropriate to release the full amount of the £7.9M provision already held in our balance sheet against decommissioning costs.

e. A number of other potentially positive items in aggregate total £2.5M. In the light of the likely surplus, we will expect to take a prudent approach on recognising some of these upsides.
3. For information, the Audit timetable is as follows:

- **Audit field work completed**
  - Subsidiaries: Mid-September
  - College: Mid-October
- **Clearance meeting**: 19 October
- **Management Board**: 2 November
- **Audit Committee**: 9 November
- **Council approval**: 23 November

M.P.K.