MINUTES OF THE PROCEEDINGS
at the
Twenty-seventh Meeting of the
COUNCIL
of the
IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Twenty-seventh Meeting of the Council was held in the Council Room, 170 Queen's Gate, South Kensington Campus, Imperial College London, at 10:00 a.m. on Friday, 13th July 2012, when there were present:

The Baroness Manningham-Buller (Chair), Mrs. P. Couttie, Professor M.J. Dallman, Mr. P. Dilley, Professor D. Griffiths, Mr. S. Heath, Professor Dame Julia Higgins, Professor J. Kramer, Ms. J.R. Lomax, Professor J. Magee, Professor Sir Anthony Newman Taylor, Mr. J. Newsum, Mr. S. Newton, Ms. K. Owen, Professor S.M. Richardson, the Lord Tugendhat and the President & Rector and the Clerk to the Court and Council.

Apologies:
Mr. I. Conn and Mr. M. Sanderson

In attendance:
Professor D.P.A. Kelleher, Mr. P.J. Beaumont and the Assistant Clerk to the Court and Council.

WELCOME

The Chair welcomed Professor Dermot Kelleher, the Principal of the Faculty of Medicine designate, and Mr. Paul Beaumont, the President of the Imperial College Union elect, to their first meeting of the Council.

MINUTES

Council – 11th May 2012

1. The Minutes of the twenty-sixth Meeting of the Council, held on Friday, 11th May 2012 were taken as read, confirmed and signed.

CHAIR’S REPORT

2. The Chair said that she and the President & Rector were now having regular scheduled meetings with Sir Richard Sykes and Mr. Mark Davies, respectively Chairman and CEO of
the Imperial College Healthcare NHS Trust, and Dame Ruth Carnall, CEO of NHS London, to promote alignment of the College’s and the Trust’s strategies.

3. The Chair congratulated the College on the success of the Imperial Festival. The event had been attended by many staff and students as well as members of the public and nearly 1000 alumni. It had provided an ideal showcase for the College as well celebrating its achievements. A lot of positive feedback had been received and she looked forward to the Festival being repeated in future years. On 28 May the Chancellor of the Exchequer, the Rt. Hon. George Osborne MP, had opened the Imperial Centre for Translational and Experimental Medicine (ICTEM) at the Hammersmith Hospital campus and had given an important speech expressing strong support for science in the UK. The Chair also congratulated the College on the success of this event.

5. Finally, the Chair reported that good progress was being made with the searches for a Provost and for the next President & Rector. A preliminary list of applicants for both posts had been prepared and would be considered by the Appointing Committee after this meeting of the Council. Korn Ferry had also been appointed to assist the Nominations Committee in the appointment of non-executive Council members. She reminded the Council that up to five more external members could be appointed, although she suggested another two or three external members would be sufficient to cover any gaps in the skills and experience of the Council.

PRESIDENT & RECTOR’S REPORT

6. The President & Rector reported on his recent visit to China. The College had signed a letter of intent with Tsinghua University on future collaboration between Imperial and Tsinghua. As part of this agreement, it was hoped that Tsinghua would have a presence at the Imperial West site, while the College would have a comparable presence in Tsinghua. This was an exciting development and provided a possible model for future collaborations in China and India. He also reported that, following the Chancellor of the Exchequer’s visit to the Hammersmith Campus, a team of Treasury officials would be visiting the College in August.

7. The President & Rector then updated the Council on recent developments at the Francis Crick Institute. The three academic members of the Institute, UCL, King’s College and Imperial, had together produced proposals for scientific strategy in several key areas. These had been welcomed by Sir Paul Nurse, who was using them to prepare a revised strategy for the Institute. In addition, the universities had been working with the Crick on its PhD programme and were also beginning to engage with staff on how they might work with the Crick once it had opened. In all, much progress was being made, the relationship between the Crick and Imperial was going well and the venture had also led to more active relations between the 3 university partners.

8. Ending his report, the President & Rector noted that four members of the College had been honoured in the Birthday Honours List: Adjunct Professor Tom Hughes-Hallett had been Knighted for services to palliative care; Professor Margaret Hodson and Professor Duncan Geddes had been made CBE; and the former College Secretary and Clerk, Dr. Rodney Eastwood, had been made MBE. In addition, six members of the College had been elected as Fellows of the Royal Society.
The President & Rector introduced Paper A. The proposed budget was for 2012-13 only as more work was being undertaken on the forecasts for the following two years. The College was preparing a capital plan for presentation in the autumn and new principals would be starting in both the Faculty of Medicine and the Business School. It was therefore sensible to present an interim budget this year. The proposed budget showed the College in good health with increasing surpluses and cash flows. Total income was due to rise by 6% to £700M. Research income was budgeted to rise to £324M and student fee income to £169M, partly as a result of the increase in undergraduate fees. This would be offset by a cut in HEFCE grant income. Following the prudent reductions in recent years, there would be a significant increase in capital expenditure to £100M (£169M including College Fund projects), which would allow the College to make necessary investments in its infrastructure and facilities. One of the first tasks for the new Chief Operations Officer, Mr. Simon Harding-Roots, would be to prepare a medium-term capital investment plan so that this increased expenditure was spent coherently.

The Council asked for an update on student recruitment in the light of the increase in student fee income. The President & Rector reported that applications from international students were up by 6%. There was a small drop in domestic applications, but this was not felt to be significant. The quality of applications appeared to be as high as ever and he suggested the College would meet its student number targets without difficulty. In the longer term, determining the appropriate balance between home and overseas students would be an issue for the College; the Council was due to consider this issue in more depth at a future meeting.

Resolved:

That the College Consolidated Budget for 2012-13, as set out in Paper A, be approved.

HEFCE FORECAST 2011 – 2015 (PAPER B)

The Clerk, Mr. Neilson, introduced Paper B. Although it had been decided to present formally a budget for one year only at this stage, the College was required to provide a three-year financial forecast to HEFCE. The forecasts were prepared within parameters set by HEFCE and the associated risk assessment was therefore rather generic in nature. The forecasts were consistent with the more detailed plans being prepared by the College for presentation to the Council in the autumn.

The expected increase in EU research funding was noted. The President & Rector said that UK universities were relatively successful in attracting EU research grants and the EU now accounted for about 8% of the College’s research income. The position at Oxford, Cambridge and UCL was likely to be similar. Although overhead cost recovery from the EU was lower than from the Research Councils, there were other compensating factors which meant the difference was not as great as it might appear. The EU would remain an importance source of research funding for the College.
Resolved:

That the HEFCE forecast 2011-2015, as set out in Paper B, be approved

ACCESS AGREEMENT WITH OFFA (PAPER C)

13. Introducing Paper C, the Clerk, Mr. Neilson, reported that the College had submitted its proposed Access Agreement to OFFA in May. The new Agreement was largely similar to the previous year’s agreement, reflecting the fact that there was as yet little evidence on which to base any significant changes to the College’s outreach and access commitments. In the meantime, the College had been making progress against the commitments made in last year’s Agreement and had also been collecting data in order to establish the baseline against which future improvements would be measured.

14. The Council queried the geographical spread of the College’s outreach activities. Mr. Neilson confirmed that this was at present focused on London and the South East. For example, the Pimlico Connection, which involved College undergraduate and postgraduate students participating in regular sessions at primary and secondary schools, involved about 30 schools across London, including many that served deprived areas. It was also noted that the majority of the College’s home students came from the South East and that it was often harder for students from poorer backgrounds to move away from home to study.

15. The President of the Imperial College Union welcomed the decision to charge a 20% fee for students taking a year in industry, rather than the 50% fee that many other universities were charging. Mr. Neilson suggested that it was desirable to charge a fee that reflected the actual costs to the College. However, he said the Government was proposing to cap these fees at 15% of the maximum fee, which would be less than it cost universities to run these types of courses. Such a cap was likely to be counter-productive as it would act as a disincentive to universities to offer courses with a year in industry.

MANAGEMENT OF THE COLLEGE FUND (PAPER D)

16. The Chairman of the College Fund Board, Mr. Newton, introduced Paper D. Now that the College Fund had reached a certain level of maturity, he suggested that it was time to recognise it as the management vehicle for the College’s endowment. The Fund Board was therefore proposing a change in its title and in the title of the College Fund.

17. Members noted the changes being made to the management of the College Fund and asked Mr. Newton if he was content with the future direction of the Fund. He said that although the changes had been precipitated by the move of the former CEO of the Fund, Mr. Anderson, it was an opportune moment for the Fund to make these changes. The portfolio could be divided into three parts; conventional liquid assets (in cash, bonds, equities), a property portfolio and Imperial Innovations. The Board had decided to outsource the management of the liquid assets, and this project was being led by Mr. Moakes, reporting to the Board. The property portfolio would continue to be managed by Mr. Anderson, reporting to the Board. The Board had also decided that it was appropriate that more time and effort be spent on Imperial Innovations, and that this asset be formally reviewed twice a year, after the interim and final results, and would also be an agenda item at each meeting. The Chief Financial Officer, Mr. Sanderson, and the Director of Finance,
Mr. Murphy, would ensure that the Fund Board was provided with the management information it required. Turning to the target return, Mr. Newton advised that, although the Fund would continue to target a real return of 4% per annum, given the challenging external conditions it might not be possible to achieve this level of return each year. The Council agreed that the target should not be applied rigidly and that the Fund should not take unnecessary risks to meet the target return in a particular year.

Resolved:

That the proposal to change the name of the College Fund to The Endowment and the name of the College Fund Board to The Endowment Board, as set out in Paper D, be approved.

COLLEGE FUND BOARD REPORT (PAPER E)

18. Mr. Newton presented Paper E and asked the Council to approve the transfer of assets into and out of the Fund portfolio, as proposed in the Paper.

Resolved:

(i) That Clayponds be declared a Non-Core asset.

(ii) That Clayponds be transferred to the Non-Core Property portfolio of the College Fund at the value established through a formal Red Book Valuation and with no strategic restrictions on disposal, as set out in Paper E

(iii) That the Imperial West development sites D, E and F be declared Core assets and transferred to the College.

IMPERIAL WEST UPDATE (PAPER F)

19. The Chairman of the Imperial West Syndicate, Mr. Newsum, presented Paper F and reported that the planning application hearing had been deferred for two weeks so that the legal aspects of the planning process were complied with fully. Mr. Newsum reminded members that there might be further opportunities for the College to purchase additional land adjacent to, or close by, the Imperial West site. The Chair had agreed that the College should enter into exploratory discussions with some of the owners of these other sites and it was possible that a more concrete proposal might be put to the Council at its next meeting in September.

20. The Council agreed that it would be important for any such decisions to be made in the context of the College’s longer-term academic strategy. The President & Rector agreed and suggested that the College prepare an academic case for growth and the need for expansion space. This case would include a discussion of any potential sites, together with an assessment of the financial and other risks. He proposed that this case should be circulated to Council members for information by the end of August, so that it could provide a clear contextual basis for a strategic discussion of the Imperial West development and any other opportunities in the area in September. The Council agreed this proposal.
EQUAL OPPORTUNITIES AND DIVERSITY ANNUAL REPORT (PAPER G)

21. The Clerk, Mr. Neilson, presented Paper G. Overall, the priorities for equal opportunities and diversity remained as previously reported, and steady progress was being made. One positive change this year was that there were now four members of the Management Board who were sponsors for priority areas within the equalities and diversity agenda.

22. Members asked if the gender imbalance in the award of 1st class degrees was peculiar to the College. Mr. Neilson said that the proportion of firsts awarded to men and women was very similar to those awarded at Oxford and that more firsts were awarded to men than to women nationally. The College’s performance was therefore not unusual. The reasons for this were not clear, particularly as women now performed better than men at GSCE and at A level. However, it had been suggested that different assessment methods could favour one gender over another. Members then asked if there was any correlation between students’ entry qualifications and their final degree awards. The Council was advised that there was some degree of correlation. However, as the majority of students came in with the best possible entry qualifications, it was difficult to draw any firm conclusions from this.

23. It was also noted that the numbers of women studying engineering was considerably lower than men. Professor Dame Julia Higgins reported that this had been a long-standing concern for the Royal Academy of Engineering. Its research suggested that unless girls studied physics at school to A level, they were unlikely to apply for engineering. The gender balance in engineering at postgraduate level was rather better, but this was largely as a result of postgraduate women students coming to the College having gained their undergraduate degrees overseas.

HEALTH AND SAFETY ANNUAL REPORT (PAPER H)

24. Mr. Neilson presented Paper H and said that the most serious incident in the previous year had been the death of an NHS Trust employee in a College laboratory at the Chelsea and Westminster Campus in September 2011, possibly as a result of asphyxiation due to a release of liquid nitrogen in a limited space. The incident was still being investigated by the police and the HSE. However, the College had reviewed its own use of liquid nitrogen and made a number of changes to its own procedures.

AMENDMENTS TO THE REGULATIONS FOR STUDENTS (PAPER I)

25. Mr Neilson presented Paper I and asked the Council to approve the amendments to the Regulations for Students as recommended by the Senate.

Resolved:

That the amendments to the Regulations for Students, as set out in Paper I, be approved

IMPERIAL COLLEGE UNION PRESIDENT’S REPORT (PAPER O)

26. The Chair reminded members that this was Mr. Heath’s last meeting and, on behalf of the Council, thanked him for the substantial contribution he had made to the Council and to the
College during his year as President of the Imperial College Union.

27. Mr. Heath presented Paper O. A particular challenge in the last year had been making improvements in the Union’s own management. 50% of its permanent management team had changed and the concerns raised in the previous year’s internal audit report were now being addressed. Mr. Heath felt he was leaving the Union in a much better state than when he had taken over. For the coming year, he suggested that the Union should give priority to working with the new Pro-Rector for Education on the development of the College’s educational strategy, and particularly on the introduction of new educational methods, including e-learning. Although the Union had not been involved in the appointment process, it was clear that the new Pro-Rector, Professor Debra Humphris, recognised the importance of the Union in engaging with students and she had already arranged to meet with the Union.

FINANCIAL MANAGEMENT REPORT (PAPER J)

28. Paper J was received.

DEVELOPMENT BOARD UPDATE (PAPER K)

29. Paper K was received.

MAJOR PROJECTS (PAPER L)

30. Paper L was received for information.

STAFF MATTERS (PAPER M)

31. Paper M was received for information.

SENATE REPORT (PAPER N)

32. Paper N was received for information.

ANY OTHER BUSINESS

33. There was none.

NEXT MEETING

34. The Clerk reminded members that the Council’s next Meeting would be held on Tuesday, 25 September 2012.
PAPER A

THE COLLEGE CONSOLIDATED BUDGET 2012/13

A Note by the Chief Financial Officer

The College Budget is commercially confidential and therefore is not included with these minutes.
1. The College was required to submit a new annual forecast to HEFCE on 20th June. This was signed by the Rector and CFO under delegated authority but now requires Council approval. The financial forecast covers the 6 years from 2009/10 to 2014/15. (1)

2. The numbers for each year of the financial forecast have been prepared as follows:

   a. The years 2009/10 and 2010/11 are the direct results detailed in the College’s financial accounts.

   b. The 2011/12 years uses the forecast outlined in the FMR.

   c. The 2012/13 year uses the budget numbers that are outlined in a separate paper to Council. There are though a couple of minor and not material differences, to turnover and surplus, between the HEFCE forecast and the budget reflecting corrections made to the budget after the HEFCE forecast was submitted.

   d. The two subsequent years, 2013/14 and 2014/15, are based upon the plan that the College is currently producing. The commentary attached outlines the main assumptions used. It is proposed to share the plan with Council once fully finalised in the autumn.

3. Council is asked to approve the HEFCE forecast.

MS
June 2012

1. The financial forecasts are commercially confidential and therefore are not included with these minutes.
BACKGROUND AND PURPOSE

1. This paper provides an update to Council on the development of the College’s outreach strategy, the Access Agreement 2013-14 and the Widening Participation Strategic Statement (WPSS) 2012-13.

2. As background, all higher education institutions (HEIs) expecting to charge more than the basic fee (£6k per year) to Home/EU undergraduate students from 2012-13 are required to agree an annual Access Agreement with the Office of Fair Access (OFFA). The Council discussed the College’s Access Agreement 2012-13 at its meetings in May and July 2011. The College’s Access Agreement 2013-14 was based closely on the previous version and was submitted to OFFA by the deadline of 31 May 2012.

3. All HEIs are required to submit a WPSS to HEFCE. The College submitted its WPSS 2012-13 to HEFCE by the deadline of 22 June 2012. In line with HEFCE’s expectations, the College’s WPSS provides a summary of the College’s outreach programme and does not make new commitments of substance.

OUTREACH STRATEGY

4. The emphasis of the College’s outreach strategy is unchanged from last year. Namely, raising aspirations, and increasing awareness, among young people of the importance and excitement of higher education, and of science in particular, encouraging and assisting them in identifying a suitable subject and place of study and supporting science teaching in schools. Priority is also placed on encouraging, and enabling, the most able students in science from disadvantaged backgrounds to apply to, and succeed at, the College and other selective universities. Reflecting the College’s broader mission and admissions strategy, the College’s high entrance standards are not diluted or compromised by its outreach strategy.

5. Aligned to the overall strategy, the College’s Access Agreement commitments as they relate to the outreach programme are unchanged from the previous year and are to:

   a. target outreach provision at disadvantaged groups who are capable in STEM
   b. increase our knowledge of the financial circumstances and the post-school destination of participants
   c. maintain the OFFA-countable provision of the Reach Out Lab and the number of students studying toward newly qualified teacher status through INSPIRE
d. over the next five years, increase the proportion of successful Home applicants who have previously participated in the College’s OFFA-countable outreach activities by 20%.

e. over the next five years, increase the number of OFFA-countable outreach participants who apply successfully to selective universities by 20%.

6. As reflected in the Access Agreement 2013-14, the College has made significant progress since last year in achieving these goals. In 2011-12, the College developed and delivered a new targeted outreach pilot programme, aimed at 100 disadvantaged children who are capable in science. The identified cohort benefits from regular contact that is tailored to their particular needs, including face-to-face and network mentoring, science enrichment activities and revision support with the aim of enabling and encouraging them to apply successfully to study science at a selective university, including the College. Feedback from the programme has been positive. Of the 42 participants who provided feedback, 78% considered that the scheme had made them more likely to apply to university, and 80% felt that the programme had made them more motivated about their studies. Building on this, the College will expand this programme in 2012-13 to include a larger number of students and a broader range of activities.

7. The College has extended its Widening Participation Admissions Scheme beyond the Faculty of Medicine to support its objective of increasing the number of disadvantaged students who meet its entrance requirements, study at the College and have benefited from participation on its outreach programme. The scheme provides additional opportunity for admissions tutors to consider existing excellent applicants from disadvantaged backgrounds. Offers awarded to applicants identified through the scheme are on the same terms as other offers made.

8. Alongside the development, and delivery, of new activities, the College has also continued to deliver its wide range of existing programmes. For example, the Reach Out Lab has continued as a flagship initiative, and received a recent visit from Nick Gibb (Minister of State for Schools) to mark the College’s participation in the Department for Education’s Dux Scheme. Other schemes include the Pimlico Connection, a voluntary tutoring scheme in which College undergraduate and postgraduate students participate in regular sessions at a local primary or secondary school, INSPIRE (Innovative Scheme for Postgraduates in Research and Education), through which some of the College’s postgraduate students and post-doctoral staff spend time in partner secondary schools teaching and studying towards qualified teacher status, and an extensive programme of summer schools and science activities.

9. Systems and processes have been developed such that the College is now better able to collect, capture and analyse relevant information and data on outreach participants to monitor the impact and effectiveness of the strategy and to track those who apply to the College. In 2011-12, 67 of the successful Home applicants to the College had previously been involved in Outreach activity (5.1% of the total) and the College is committed to achieve a 20% increase on this proportion by 2016-17 (i.e. to 6.1% of the total). Further work will be undertaken in the coming year to build on this and to collate and analyse, where possible, information on the post-school destinations of outreach participants who do not go
on to study at the College and to further develop participant feedback collection and monitoring.

10. In addition to the College’s commitments within its Access Agreement 2013-14, the College is exploring the potential for developing its outreach offer at Imperial West, including through engagement with local schools.

STUDENTS ON PLACEMENT YEARS

11. It should be noted that the College is required to indicate within the Access Agreement 2013-14 the maximum fee that it will charge students on placement years in industry and abroad. The maximum fee possible for sandwich years is normally half the standard fee (i.e. £4,500 for students entering from 2012-13).

12. For year in industry students, the College has committed to a fee of up 20% of the standard fee (i.e. £1,800) to reflect the lower costs during the placement year and desire within College to increase the number of courses that include formal industrial internships as an integral part of the curricula where appropriate. Further work is being undertaken to establish to costs of such provision, and to understand what other Russell Group universities charge for this year.

13. The College had intended to charge what had been the maximum fee allowed (i.e. £4,500) for students on a placement year abroad, on the grounds that such courses are often expensive (e.g. where an exchange student takes the place of the College’s student) and are of broad academic equivalence to the College’s own programmes. However, the Government announced on 3 May 2012 that fees for year abroad students should be no more that 15% of the standard fee from 2014-15 (i.e. £1,350 for new regime students), possibly supplemented by an allowance from HEFCE in the region of £2,250 with a potential corresponding cost to the overall teaching grant. Whilst the College has been required to commit within the Access Agreement to a maximum fee of £1,350 for new regime students undertaking a placement year abroad, it will pursue this matter further with Government and in collaboration with the Russell Group, indicating that the new arrangements represent a disincentive to deliver such courses, particularly in high-cost laboratory subjects.

ACCESS AGREEMENT 2013-14

14. All institutional Access Agreements 2013-14 await OFFA approval; the version of which the College submitted is available to Council members upon request. In line with OFFA’s requirements, and the College’s strategic direction in this area, it is based closely on the Access Agreement 2012-13 with some further details provided on:

   a. progress within the College’s outreach strategy in terms of developing additional activities targeted specifically at disadvantaged school children who are capable in science and monitoring the success thereof

   b. the College’s collaborative outreach activities
c. the College’s package of financial support to students. Following consultation with students, the College’s package of financial support has been tailored to provide more choice to students on the form in which they receive their support (e.g. cash bursaries, accommodation fee waivers and/or tuition fee waivers). The amount of support provided, and therefore the cost, has not changed.

d. the extent to which the College has consulted with students in the development of the Access Agreement

e. how the College has executed its responsibilities under the Equalities Act 2010.

15. OFFA is expected to approve Access Agreements by 31 July 2012 and may contact institutions before this date if it wishes to negotiate the terms therein. Last year, OFFA negotiated changes in around 50 institutional Access Agreements prior to approval, including the College’s. The College has not received any correspondence from OFFA on the Access Agreement 2013-14 to date, apart from a specific query on year aboard students.

WIDENING PARTICIPATION STRATEGIC STATEMENT 2012-13

16. The College’s WPSS 2012-13 is provided at Appendix 1. The purpose of the WPSS is to provide HEFCE with a high-level interim statement on institutional strategies for widening participation, with particular reference to strategic priorities, objectives and mechanisms for delivery. The content is expected to overlap considerably with the Access Agreement.

17. It is anticipated that HEFCE will request, during the first half of 2013, more detailed statements from institutions covering the three year period from 2013-14.

John Neilson
26 June 2012
WIDENING PARTICIPATION STRATEGIC STATEMENT 2012-13

SUMMARY

1. Imperial College London is committed firmly to providing higher education to all who have the potential to benefit from academically challenging study. It has traditionally aimed to take a leading role in increasing awareness among young people of the importance and excitement of higher education, and of science in particular. As part of this, the College has sought to encourage and assist school children in the selection of a suitable subject and place of study, and to support science teaching in schools. The College has additionally sought to avoid any student being deterred from studying at the College for financial reasons, and to maximise student retention, both of which are now more important in the higher fee environment.

2. The Widening Participation Strategic Statement (WPSS) 2012-13 reflects the next step in the development of the College’s widening participation strategy. Whilst the College remains committed to its original objectives (as articulated in its Widening Participation Strategic Assessment (WPSA) submitted in 2009), it is building on these general aims through the development of additional targeted outreach activities aimed specifically at disadvantaged school children who are capable in science, with a view to encouraging and enabling them to apply successfully to a selective university, including the College. In 2011-12, the College developed and delivered a new targeted outreach pilot programme, aimed at 100 disadvantaged children who are capable in science. Feedback from the programme has been positive and, building on this success, the College will invest an additional £400k to expand this programme in 2012-13 to include a larger number of students and a broader range of activities. The post-school destinations of participants will be monitored with a view to ensuring the continued success of these activities and to inform further development where necessary.

3. Alongside the development, and delivery, of new activities, the College has also maintained its existing programmes. For example, the Reach Out Lab has continued as a flagship initiative, helping to support science teaching in schools by providing access to a unique laboratory environment to school pupils. Other schemes include the Pimlico Connection, a voluntary tutoring scheme in which College undergraduate and postgraduate students participate in regular sessions at a local primary or secondary school, INSPIRE (Innovative Scheme for Postgraduates in Research and Education), through which some of the College’s postgraduate students and post-doctoral staff spend time in partner secondary schools teaching and studying towards qualified teacher status, and an extensive programme of summer schools and science activities.¹

BACKGROUND

4. Imperial College London is an international university which provides rigorous, intensive and research-led degree courses in science, engineering, medicine and business (single honours business degrees are not offered at undergraduate level). The College’s

¹ An overview of the activity conducted by the Outreach Office can be found on the College’s website at http://www3.imperial.ac.uk/outreach
undergraduate courses are designed to produce graduates for either fast-track graduate employment or postgraduate study and are intended to educate the next generation of academic, professional and business leaders.

5. There is a degree of overlap between the WPSS 2012-13 and the College’s Access Agreement. Linkage with the Access Agreement has been indicated with reference to specific paragraphs.

**STRATEGIC AIMS**

6. The College’s widening participation aims for 2012-13 are framed by its mission, science focus, admission requirements and commitment to fair access and widening participation. Priority is placed on encouraging the most able students from disadvantaged backgrounds to apply to, and succeed at, the College and other selective universities. The College’s approach therefore spans the life cycle of the student; supporting students from their primary school career, and maintaining that support throughout the years of the degree programme (Access Agreement 2013-14, Paragraph 3).

7. The College aims to identify and attract students of the highest academic ability and potential, and would not want financial considerations to deter suitable applicants. This is particularly important for the College because London costs, compounded by its relatively long courses, make the provision of sufficient financial support necessary to encourage applicants and retain students from disadvantaged backgrounds.

8. The College is committed to maintain excellent standards of achievement in education and research and is thus committed, through its Admissions Policy, to attracting and admitting students of the highest calibre, irrespective of age, disability, gender, race, religion and belief, or sexual orientation.

**OBJECTIVES**

9. The College’s success in achieving its strategy will be measured through consideration of specific targets. The following targets are highlighted in particular in relation to the WPSS. Further Access targets are included in the Annex of the College’s Access Agreement 2013-14:

   a. The College aims through its outreach strategy to increase the proportion of College outreach participants who apply successfully to the College. In the longer term this will be measured by an increase in the proportion of successful applicants who have previously participated in the College’s outreach programme. In 2011-12, 5.1% of successful Home applicants to the College had previously been involved in Outreach activity and the aim is achieve a 20% increase on this proportion by 2016-17 (i.e. to 6.1% of successful Home applicants).

   b. The College aims to ensure that its revised outreach strategy will be of benefit to the UK higher education sector as a whole. In the longer term this will be measured by an increase in the proportion of outreach participants with known destinations who go on to study at a selective university. In 2012-13, the College will
enhance its ability to collect and record details of outreach participants and their subsequent post-school destinations in order to measure this target (Access Agreement 2013-14, Paragraph 39).

c. The College aims to ensure that financial circumstances do not impact on retention following entry. This will be measured, over the longer term, by narrowing the gap in continuation between entrants from low participation neighbourhoods and young Home UG students from 2.5% in 2008-2009 to 0% in 2016-17.

d. The College aims to ensure that its financial support package is advertised in a timely, clear and accessible manner, so that financial considerations do not deter applicants. This will be measured by the proportion of respondents to the ICU’s annual survey of recipients who knew about the College’s financial assistance package before accepting an offer of a place.

MECHANISMS

10. In 2012-13, the mechanisms underpinning delivery of the College’s widening participation strategic aims are:

a. **Development of new outreach activity:** The College will, through the development of new additional, targeted outreach activity, work towards increasing the percentage of new outreach participants who apply successfully to the College or another selective university (Access Agreement 2013-14, Paragraph 19).

b. **Maintenance of existing outreach activity:** The College will maintain existing outreach activity. For example, the number of pupil contacts from disadvantaged schools or backgrounds gaining experience of hands on science activities through the Reach Out Lab will be maintained (Access Agreement 2013-14, Paragraphs 20-24).

c. **Student Support:** The College will deliver a targeted package of financial support for Home students from low income families and liaise closely with the student body (including Imperial College Union) to ensure that the College attracts and retains capable, disadvantaged students (Access Agreement 2013-14, Paragraphs 28-33).

d. **Retention:** The College remains committed to undertaking a range of activities to support the full diversity of the student population. These mechanisms include, for example, student counselling, student feedback, support for disabled students, staff training programmes bespoke to the needs of individual teachers, programme review and additional academic support for students who require the further development of their basic academic, literacy, numeracy and study skills.

e. **Evaluation and Monitoring:** The College will evaluate the success of its activities and refine them as necessary with a view to achieving maximum impact. Enhancements to the outreach database will be delivered as part of this (Access Agreement 2013-14, Paragraphs 36-40).
RESOURCE

11. The College is committed to invest at least 35% of additional fee income to support commitments within its Access Agreement and thereby benefit capable disadvantaged groups (Access Agreement 2013-14, Paragraph 4).

   a. At least 3% of additional fee income will be invested directly into additional Outreach activity, a figure further bolstered by HEFCE funding and support leveraged from external partners.

   b. At least 32% of additional fee income will be invested directly into student support.

12. The College remains committed to co-funding pastoral and welfare support services, with the continued support of HEFCE. For 2011-12, the College spent around £1.9M on such services, including HEFCE funded support. The College intends to maintain expenditure in 2012-13.

COLLABORATIVE ACTIVITY

13. The College has sought to maximise the cost effectiveness and impact of its school outreach activities through strategic partnership with Exscitec, an organisation aimed at providing outreach STEM activities for widening participation and gifted and talented students (Access Agreement 2013-14, Paragraph 27). The College will invest £400k to develop this relationship further in 2012-13 and enable Exscitec to deliver a suite of targeted activities aimed at disadvantaged school children who are capable in science with a view to encouraging and enabling them to apply successfully to a selective university, including the College.

14. The College will engage with other institutions and organisations where such collaborations will advance its mission and educational objectives. Hence, collaborative outreach activity is focussed on organisations with a focus on STEM-capable, academically excellent, disadvantaged students. Current College collaborations with both corporate and third sector bodies include the BG Group, the Sutton Trust, IntoUniversity and Generating Genius.

FAIR ADMISSIONS POLICY

15. The College’s courses are designed to benefit students of high ability, irrespective of age, disability, gender, race, religion and belief, or sexual orientation, in accordance with the College’s Equal Opportunities Policy. Selection for entry is therefore based on consideration of academic ability, motivation for study, interest in the subject area and the potential both to benefit from the experience and to contribute to College life whilst on the course.\(^2\)

Imperial College London
June 2012

\(^2\) The College’s full undergraduate admissions policy is available online: [https://workspace.imperial.ac.uk/registry/Public/Admissions/Undergraduate%20Admissions%20Policy.pdf](https://workspace.imperial.ac.uk/registry/Public/Admissions/Undergraduate%20Admissions%20Policy.pdf).
INTRODUCTION

1. Because of the changes that have taken place to the College Board since the formal formation in 2007, it has been considered appropriate that a record be established as to why the College Fund was formed and how it has evolved. With an understanding of the history, it is more likely that decisions in the future will be soundly based.

BACKGROUND & HISTORY

2. Prior to the formation of the College Fund, the approach to investment in activities outwith the Core research and education mission was often haphazard and mostly ineffective. Property assets that were not necessary for the delivery of the Core mission of the College were not managed and Council decisions and attitude to such assets were sometimes short term, and ill disciplined, resulting in the sale of quality freehold assets on the simple basis of expediency. In some instances assets were just neglected. Investment in translation/bright ideas of science created by the University was done on a somewhat ill disciplined basis and without access to significant capital resources. The main purpose of the creation of Imperial Innovations was to harness the scientific assets and impose professional management.

3. These two areas were regarded as “costs” and “liabilities”. Under the leadership of Martin Knight these “liabilities” were converted to assets.

4. These assets formed the base on which a long term fund could be built along the lines of US universities.

5. The Council decided to form the College Fund which would have the responsibility, with delegated authority from the Council, of managing those assets which were non-core to the academic mission; plus a pot of money being assets which were historic gifts, donations and endowments; and to advise the Council on the holding in Imperial Innovations. The mandate was to achieve better management of the assets, to protect them from being raided by management under pressure, and over time to build a revenue and capital base for the College. In essence, therefore, it was the first step to creating a meaningful Endowment for the College.

6. On formation, the Assets of the College Fund were: (1)

1. Details of the development of these funds is shown in Appendix I
The retained stake in Imperial Innovations following the private placement and flotation of the company.

A c.£70m portfolio of stocks and shares amassed through 100 years of donations, endowments, gifts and internal allocations of funds to the balance sheet.

A small collection of property assets that met the Non Core definition (ie that they could in extremis be sold for cash without detriment to the Academic Mission), mainly in poor condition and generating little or no rent.

7. The Council established a Board to oversee the development of the portfolio with an independent non-executive Chairman being appointed and taking a seat on Council. The Board through the Chairman reports directly to the Council. It was agreed from the outset that the Board must also have an independent non-executive majority. Operationally, John Anderson was appointed as the Chief Executive of the Fund reporting into the Board, but with a day to day reporting line into the Chief Financial Officer to recognise the important role of the College Fund in the development of a broader financial strategy for the College.

8. The Objective given by the Council to the College Fund Board was to develop the asset base, including new Non Core Assets that emerged from time to time, and to achieve a 4% real return over the investment cycle. However, the small relative size of the portfolio, and its integral role in underpinning the College’s first forays into long term structural debt, meant that the remit included a strong mandate to manage the downside risk, as the assets were perceived as providing a critical underwrite in the event of extreme financial events. The original intent was to establish a pooled vehicle to manage all the assets other than Imperial Innovations. However, on review, the quality of the property portfolio was so poor and relatively large that it was deemed inappropriate to include it in the diversified pooled vehicle – thus the Special Circumstances Portfolio was established to recognise the potential extreme volatility and the illiquidity of the property assets.

9. A unitised vehicle was established to manage the portfolio and stocks and shares. This made it easier to make additions and redemptions from the pool and also gave focus for this part of the portfolio. This new Board identified that the unitised vehicle needed to be run on a Total Return basis to ensure a focus on overall performance rather than just income. This also ensured that the investment approach was sufficiently broad so that that funds held in other parts of the University could decide that using the unitised fund was a sensible option. Similarly, after discussion, it was appreciated that the performance of the unitised vehicle would be important in attracting long term donations where donors needed to see professional and prudent stewardship of assets.

10. The Fund Board has operated the Unitised Scheme rigidly against the RPI + 4% Investment Objective with low relative volatility, for the reasons previously stated. The unitised vehicle is presently run on a day to day basis by John Anderson and performance is independently monitored by Asset Risk Consultants (ARC).

11. In retrospect the decision to create the Special Circumstances Portfolio has been fully justified. Much of the property portfolio required considerable renovation, planning effort, and finance, all of which would have been difficult to implement effectively in a
unitised vehicle. Moreover, valuations of such assets are, and were, extremely difficult. The investment objective of RPI + 4% has not been rigorously applied over the period, as the main objective has been to get these assets into a fit state and income producing. However, discipline has been applied in all investment and the probability is that over time these assets will more than deliver RPI +4%.

12. In the case of Imperial Innovations, the role of the College Fund has always been to advise the Council on any possible change to the holding. It has no executive authority to make a decision. Reflecting this, the College appointments to the Innovations Board are made by the Council on the recommendation of the Nominations Committee.

13. The Special Circumstances definition has also enabled flexibility in acquiring property assets which are potentially attractive to the College, e.g. Imperial West and Residential Accommodation, and by using the covenant of the College extra value has been created. However, it is recognised that this opportunistic approach has blurred the lines between Core and Non-Core development, particularly at Imperial West. This remains an evolving situation. A separate committee of Council, the Syndicate, has therefore been formed, chaired by Jeremy Newsum, to ensure that the broader strategic implications of the site are fully understood and that there is focus on its development.

THE PRESENT FINANCIAL POSITION

14. The College Fund is in a substantially stronger position today than at the outset in 2007

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>As at 1 Aug 2007</th>
<th>As at 31 Mar 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£m</td>
<td>%</td>
</tr>
<tr>
<td>Imperial Innovations</td>
<td>111</td>
<td>53</td>
</tr>
<tr>
<td>Unitised Scheme</td>
<td>70</td>
<td>33</td>
</tr>
<tr>
<td>Non Core Property</td>
<td>28</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>209</td>
<td>100</td>
</tr>
</tbody>
</table>

15. The above analysis demonstrates the growth of the asset base over the period (for details see Appendix I) – however of equal importance is the improved balance and the quality of the assets under management:

a. Firstly, the commitment to strengthening the balance sheet of Imperial Innovations through fund raisings in 2008 and 2010/11 has reduced the premium to Net Asset Value in the quoted share price, reduced the price volatility in the share and has given the company the resources to establish a sustainable and strong business plan. In particular it has enabled Imperial Innovations to “follow on” its original investments, where appropriate, so not being “squeezed out”.

b. Secondly, investment in planning and infrastructure has ensured an increasing proportion of the property portfolio is operational and therefore income
generating. Although the portfolio continues to be specialist in its mix (being dominated by an unusually high allocation to prime central London residential) it is now comparably liquid and cash flow positive.

c. Thirdly, the growth of the Unitised Scheme reflects a number of factors:

- There has been no short term ‘draw’ on the assets allowing the distributions to be reinvested (dividends paid out are to investors who have funds that are not controlled by the Rector or the Council).

- Investment performance, in complex markets, has achieved the RPI + 4% target ensuring that the capital base is maintained in real terms after adding back distributions.

- The success of the College’s broad fundraising activities have brought new capital into the Scheme, although as might be expected, much of the new donated funds are fettered in terms of ultimate purpose.

- The commitment to shifting cash realisations from the Special Circumstances portfolio into unfettered units in the Scheme has also fuelled growth (e.g. the £5.5m generated through the Innovations Rights Issue)

16. The College Fund now has a portfolio that is better positioned and stronger. Importantly, as the College Fund (and particularly the Unitised Scheme) has grown and matured, so too has the College’s operational position been strengthened. Therefore the role of the Fund in underpinning the structural debt of the College no longer seems so critical as it did in 2007.

MANAGEMENT CHANGE

17. With Martin’s departure the reporting line for the Chief Executive shifted initially to Stephen Richardson and then back to the CFO on the appointment of Muir Sanderson. In the last quarter of 2011 John Anderson elected to take up the offer from the College to shift from his College Fund focus back into the heart of financial strategy for the University reporting directly into Muir Sanderson as CFO.

18. Therefore with the development of the College’s financial position, the evolution of the College Fund to its current position, and the personnel changes, it is appropriate to take stock and undertake a general review of:

- The interface between the College Fund Board, the Management Board and the Council
- The College Fund Board – objective and modus operandi
- The operational structure of the College Fund
COLLEGE FUND INTERFACES

19. The authority of the College Fund Board comes from Council and the governance structure makes it clear that the Board reports directly to Council. It is of vital importance that there is a positive relationship with the Management Board, and it remains wholly appropriate that the Rector and the CFO continue to sit on the College Fund Board (with the appointment of a President & Rector and Provost, it is suggested that the President be the person appointed). However, it also remains important that the majority of the College Fund Board be non-executive members independent from the operational activities of the College. The investment focus of the Board also needs to be retained, and therefore the appointment of the non-executive membership should continue to focus on market experience and expertise consistent with the Fund’s primary areas of investment.

20. Since authority is delegated from Council, any changes, transfer of assets from core to non-core or non-core to core, have to be formally approved by the Council. Any changes to the objectives/rules of engagement must be passed by the Council; appointments to the College Fund be proposed by the Chairman and Board of the College Fund and ratified by the Nominations Committee of the Council; and term of Appointment be similar to those of the Council.

COLLEGE FUND BOARD

OBJECTIVE

21. The primary objective is to build an enduring asset base and unfettered income flow for the long term development of the College.

22. Raids on the Non Core asset base to fund academic developments/buildings/losses shall only be considered in the most extreme circumstances and are contrary to the reasons for setting up the Fund. In any case, any such transfer will require Council’s approval. However, the use of income or managed distributions for such purposes is acceptable. Indeed it is important that the flow of funds from the Non Core base back to the operation of the University is visible and promoted.

23. A consequence of this being achieved should result in encouraging donors in the belief that their donations will be well looked after.

MODUS OPERANDI

24. The Board itself needs to meet five times a year on a scheduled basis, with the meetings timed to ensure that important decisions can be reported to Council. The membership structure has served the College well, and therefore it is not proposed that any significant changes are made. Details of the proposed amendments to ordinance on terms of reference and membership will be proposed to Council at its meeting in September 2012 to (a) reflect Council’s discussions and decisions following this Paper and (b) be considered
in the context of other amendments to ordinances prompted by governance changes in the College. The Board’s remit will be to focus on:

a. **Overall Strategy.** At present the three main parts of the Non Core assets, the unitised vehicle, property, and the Imperial Innovations holding need to be reviewed as a whole in the context of the long term interests of the College. This should be reviewed annually.

b. **Unitised Vehicle**

   (1) The investment strategy for the vehicle and whether it remains appropriate to support the broader objectives of the College.
   
   (2) Developing and implementing the outsourcing of the investment.
   
   (3) Reviewing and monitoring investment managers/results.

c. **Property**

   (1) The development of the Non-Core Property portfolio including review of the overall size and mix of the portfolio, progress of the development pipeline and the relative and absolute performance of the operational portfolio.
   
   (2) Regular review of assets to ensure they are Non Core and also ensure that any changes of definition of an asset from Non Core to Core or vice versa is properly documented and approved by Council.

d. **Imperial Innovations.** Imperial Innovations performance against the business plan established through the 2010/11 fundraising with specific review and advice on any decisions or comments required by Council.

e. **Budget and Plan.** An annual review of the budget and plan for the consolidated Fund.

**COLLEGE FUND OPERATIONAL STRUCTURE**

25. John Anderson has successfully fulfilled the role of Chief Executive since the incorporation of the Fund, but it has been unanimously agreed that there should be no attempt to replace him in that role at this time. The complexity, breadth and relatively small volume of the assets involved in the Fund are such that the Board are confident that it would not be possible to attract an alternative Chief Executive with the necessary skills and experience for an appropriate level of remuneration. Therefore a hybrid management model will be required.

2. In the more distant past there has been an issue that Core assets are continued to be so defined even though there is strong evidence to support a Non Core transfer. This has usually been through neglect or through management not wishing to give up an asset. Equally, there needs to be a clear route to clarify Imperial West and other Non Core assets which have become Core as the strategy of the College has evolved.
26. **Non-Core Property** - In relation to the Non-Core Property portfolio it is agreed that John Anderson will continue to be responsible and report to the College Fund Board and will put in place the appropriate management structure to deliver the development pipeline and operational returns.

27. **Imperial Innovations** - The Imperial Innovations position will be treated as a long term holding and will be subject to review by the Board twice yearly as discussed earlier. This is unchanged from the present situation.

28. **Unitised Scheme** - The investment of the Unitised Scheme will be outsourced – it was unanimously agreed that the College Fund Board as constituted must not attempt to directly run the portfolio on a day to day basis in these volatile circumstances. The College Fund Board is in the process of deciding how the investment of the fund will be outsourced and to whom.

29. Due to the loss of a single individual responsible for the overall operation it is important that someone, with a dual reporting line to the CFO as in the past, has the responsibility for the administration and organisation of the Fund, including inter alia that meetings are held, that papers are produced and in a timely manner, and that the performance numbers and accounting protocols are maintained and reviewed. It is agreed that Muir Sanderson as CFO will identify this individual and put the necessary organisational structures in place.

THE FUTURE

30. All accept that the present size of the “Endowment”, which are the assets run/advised by the College Fund Board, needs to be many times greater to allow the College to continue to compete on a sustainable basis.

31. The “free” assets and freedom has enabled the development of genuinely marketable residential accommodation available at competitive rates and the establishment of Imperial West. These latter two investments were made on commercial grounds at the time. Developments since then have highlighted the importance of Imperial West to the College as a core asset; and that by using the strong covenant credit rating of the College significant added value can be added to property based developments. However, such transactions have muddied the waters. This problem is relatively easy to address provided we understand the criteria and philosophy of the College Fund and its relationship with the Council. At this point in time the net transfer of non-core assets which have become core e.g. Imperial West is likely to reduce the value of the College Fund.

32. Given the nature of the assets the investment performance objectives will need to be agreed and reviewed annually with Council. From time to time there may be investment restrictions laid down by Council e.g. no tobacco investments.

33. The objective and aims described places the role of the College Fund in line with the aims of objectives of the endowments of the other Institutions competing at the pinnacle of the global University sector. It therefore seems timely to consider changing the name of the
College Fund to more accurately reflect this role. **It is proposed that following the implementation of the management changes noted in this paper that the College Fund becomes The Endowment and thus the College Fund Board becomes The Endowment Board.**

SN

June 2012
COLLEGE FUND BUDGET & PLAN

1. The budget and plan for the College Fund, as consolidated into the overall College budget and plan, establishes the financial impact and expectation of the decision to operate the Fund as three constituent parts: the Unitised Scheme; the Special Circumstances Portfolio Non-Core Property Portfolio; and Imperial Innovations. As part of this process, the management of the Unitised Scheme will be outsourced, and all ‘hybrid’ assets presently within the Fund will be transferred back to the core University. The Budget assumes that this will be completed by the 1st of October.

2. With prudent assumptions on new donations; a future forecast dividend from Innovations in 2014/15 at the earliest; and the Postgraduate accommodation transferred back to the core university, the Unitised Scheme will move to £203m by the end of the plan period. This is double the current position and would support an in perpetuity commitment to distribute £7.6m back to the College.

3. The plan implements the non-core property strategy agreed by the College Fund Board, splitting the portfolio into Development and Operational portfolios, while seeking to lift the strategic and tactical restrictions against assets within the portfolio to improve overall liquidity. The budget for 2012-13 assumes that the Imperial West property assets presently within the Fund (£16m) will be transferred out, with Clayponds (valuation pending) transferred in as a non-core asset. Other than that, no further movements have been assumed. The plan assumes steady growth at the net operational surplus level (ie after costs and debt service) up to £1.8m p.a. by the end of the plan based on an property portfolio of £155m.

4. At a consolidated level, the Fund will target growth up to £474m in the Plan period, and the detail of the Plan is set out at Annex A. (1)

YEAR TO DATE 2011/12

5. At the consolidated level, the position of the College Fund in the 10 months since the start of the financial year is as follows -

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>31 Jul 11</th>
<th>31 May 12</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£m</td>
<td>£m</td>
<td>£m</td>
</tr>
<tr>
<td>Unitised Scheme*</td>
<td>100.0</td>
<td>103.8</td>
<td>3.8</td>
</tr>
<tr>
<td>Innovations</td>
<td>106.3</td>
<td>89.0</td>
<td>(17.3)</td>
</tr>
<tr>
<td>Non Core Property**</td>
<td>103.2</td>
<td>105.0</td>
<td>1.8</td>
</tr>
</tbody>
</table>

1. The College Fund Budget and Plan is commercially confidential and therefore is not included with these minutes.
UNITISED SCHEME

6. **Performance** - For the 10 months to the end of May the College Fund Unitised Scheme generated a total return of 3.8%. The economic climate continues to prove a challenging environment, with May proving a particularly tough month. The continued high allocation to cash ensures that the Scheme is provided some protection during these volatile times. ARC’s latest independent assessment of performance is at Annex B.(2)

SPECIAL CIRCUMSTANCE PORTFOLIO

7. **Imperial Innovations** – Imperial Innovations’ share price ended May at 300p, down very slightly from 303p at the end of April.

8. **Property Strategy** – Following from the last meeting of the College Fund Board, work has begun on implementing the non-core property strategy, as approved in principle by the Board. A paper was sent to the Management Board for their meeting on the 22nd June, in which the portfolio was presented as it stands today, and the principle of strategically and tactically restricted assets was established. The Management Board was happy with these distinctions in principle, and agreed that the reasons for strategic restrictions being placed on assets still applied. The portfolio will be reviewed in this way on an annual basis by Management Board and Council Management Board also requested that a strategy for 52 Princes Gate be presented to a future meeting, which members will recall fell under the ‘strategically restricted’ category.

9. **Development/Planning Schemes** -

   a. **Wye** – Following the decision to formally declare the additional period of marketing for an educational tenant over, work is underway on the development of a Masterplan for the former campus in Wye. A project team has been assembled to take forward the Masterplan. Strong community engagement will form a key part of the development of the Masterplan, with direct engagement from the College with all the relevant stakeholders in the village a necessity. Informal preliminary meetings have been held with Ashford Borough Council’s Head of Planning, and with the Chairman of Wye Parish Council. All relevant parties agree that this is an appropriate time in which to draw a line under Imperial’s previous engagement in Wye, with a new Masterplan developed in cooperation with the local authorities and community, while being subject to strict viability assessments. The mixed-use Masterplan is being developed against an outline 8-month programme.

   b. **Pembridge Gardens Annexe and Fisher Hall** – The paperwork is being finalised on the revised planning application for the Pembridge Gardens Annexe scheme in Notting Hill, which will develop the former hall of residence into 12

---

2. The performance assessment contains information which is commercially confidential and therefore is not included with these minutes.
residential units. The application will be submitted by the 20th of July, in time for the application to be considered at committee in October. Meanwhile, work is continuing on the development of the Fisher Hall project jointly with the freeholder, the Wellcome Trust, although for Fisher it should be noted that it remains part of the core undergraduate accommodation portfolio at present. Following planning permission for a residential care facility earlier in the year, Savills have been jointly instructed to advice on the return from an unconditional disposal in the open market jointly with the Wellcome, assuming vacant possession once alternative Undergraduate bed-spaces are found.

c. Griffon Studios – the second phase at Griffon Studios (Clapham Junction) has been completed and is being made ready for transfer for the end of August. On completion the final payment of £9m under the agreement with Legal and General will be due – this will be ring fenced with the initial £5.5m allocated to the ‘defence fund’ and invested in the Unitised Scheme, on a non-distributing basis, to protect against the occupancy and rental income risks associated with the property. This will increase the bed count at Griffon Studios to 566. As set out in the budget the operational responsibility for this asset will be taken on by Commercial Services, and therefore this represents the final interests in this site for the College Fund.

d. Wood Lane Studios (Imperial West Postgraduate Scheme) – The main contractor, ISG, have significantly increased their rate of working across all areas of delivery. They are still reporting completion of the project on the 10th of August. Assurances have been received from the Contractor and Development Managers that all rooms will be ready for occupation on the 1st of September, and in extremis the building could be occupied on a phased basis, with two-thirds of students moving in after the 22nd of September. The process of transferring the scheme from development mode into operations has commenced, with the appointment of Europa as the operations manager for the site. Again, as set out in the budget, the process of transferring the scheme from the Fund to the College is well progressed and will complete on 1 October 2012.

e. Clayponds – Management Board, on the 22nd of June, formally agreed that the Clayponds site in South Ealing now meets the criteria for Non-Core Property, and as such Council will formally be requested to transfer the property to the College Fund. With effect from October of this year the site will no longer be used to provide accommodation for the College’s postgraduate students, and there are no strategic or tactical reasons to retain a residential asset at some significant distance from our main academic sites. Under the process for Non-Core Property transfers, the site will be subject to a formal third party valuation based on its current planning and physical state, and assuming vacant possession. Summary details of the Clayponds site are attached at Annex C.

10. Council is therefore asked to formally confirm that Clayponds be declared Non-Core and that is should be transferred over to the Non Core Property portfolio of the College Fund at the value established through a formal Red Book Valuation and with no strategic restrictions on disposal.

SN
June 2012
Site Summary

The site is situated off Sterling Place W5, in the London Borough of Ealing. It is a quiet residential location approximately 0.8km south east of South Ealing Underground Station. The main shopping facilities of Ealing Broadway lie 2.9km to the north and Brentford lies beyond the M4 to the south. South Ealing Underground station is on the Piccadilly Line with a journey time of 26 minutes to Green Park in the West End, and 20 minutes to Heathrow Airport.

The site can be accessed from the Ealing Road (the B455), into Occupation Lane and Sterling Place. Ealing Road is a busy route leading traffic from the M4 northwards into Ealing, and is served by a number of buses and a secondary / tertiary retail offering. There is pedestrian access to the Site through South Ealing Cemetery.

The area immediately surrounding the Property is much quieter than Ealing Road, with the Cemetery to the north and west, Clayponds hospital to the south and residential to the east. The quality of the local residential stock is fair, with the majority being low rise housing built in the 1970s / 1980s, although closer to South Ealing Station are attractive streets of period houses. There is large emphasis on car usage with most residential properties having car parking spaces and drives. Gunnersbury Park can be easily accessed to the east of the site.

The site is owned freehold by Imperial College. It is currently used as accommodation for postgraduate students, but we understand that vacant possession is expected by October 2012. Imperial will then relocate their postgraduate students to Imperial West, their new campus currently under construction in White City.

The current accommodation on site comprises:

• 138 residential units – 45 houses and 93 flats.
• One community centre.
• The space between comprises green lawned areas, some landscaping and surface car parking.

From the accommodation schedule and plans provided, we have calculated a gross internal area (GIA) of accommodation of 91,515 sq ft. The accommodation schedule did not include areas so we have relied upon the floor plans and found the GIA by scaling the drawings. A summary of this information can be found at Appendix 1.
Site Summary

From the planning history of the site we have ascertained that consent was granted for the majority of the existing accommodation in August 1988. This was added to by a further consent for a community hall in the late 1990s.

An inspection of the site was undertaken on 17th April 2012. This did not constitute any form of formal survey but provided us with an indication of the existing condition of the individual properties. From this our view is that they are structurally sound but in need of modernisation and updating both externally and internally. Furthermore, if the option to convert the buildings to residential was undertaken, a significant amount of reconfiguration would be required to ensure the layouts were suitable for market demand. (They are currently configured to satisfy student needs).

A number of recent photographs of the property are shown below:

• View towards the site down Occupation Lane.
• Clayponds hospital is set at a lower level than the rest of the site.
• A typical view of blocks of the flats.
• The house styles vary but this is a picture of some with garages.
COLLEGE FUND REPORT – TRANSFER OF PROPERTIES

IMPERIAL WEST

1. At the time of the acquisition of Imperial West, the Fund provided £20m and the College provided £8m to match the gap between the Fund’s commitment and the full acquisition cost of £28m. This resulted in the site being split between Core and Non-Core classification on the basis of financial input rather than a pure application of the definition of Core and Non-Core property.

2. As the Imperial West development has evolved it has become clear that until such time as specific uses are determined it is not possible to determine what is Core and Non-Core. In these circumstances it is proposed that the default position should be that property be held as Core. Therefore it is proposed that the development sites known as site D, site E and site F (as indicated on the plan below) are reallocated out of the Fund back into Core usage. This will result in a net reduction on the value of the Non-Core Property portfolio of £16m.

3. In the event that the final uses of these sites meet the criteria for Non-Core Property, it is clear that they should then be reallocated back to the Fund. However, such a transfer would only take place once the Management Board, College Fund and Council are comfortable with that determination.

[Diagram showing the locations of Block D, Block E, and Block F]
IMPERIAL WEST MASTERPLAN (PHASE 2) PLANNING APPLICATION

1. The Masterplan (Phase 2) planning application for the balance of the Imperial West campus was registered on 16 January 2012. The previously reported target planning committee of 15 May 2012 has been moved back to 10 July 2012.

2. In anticipation of a positive resolution at LBHF committee, the GLA Officers presented the final pre-committee version of the scheme to the Mayor and Deputy Mayor Edward Lister on 13 June 2012. The case officer, Alex Reitman, confirmed to the development team that the presentation was well received and the Mayor had stated that he is not minded to call in the application if LBHF resolved to grant consent on 10 July.

3. The development team has made good progress in mitigating the key risks to the consent for planning. Detailed discussions have been held with LBHF to agree the Section 106 contribution and the affordable accommodation offer. The total financial commitment is £8m (including £1.4m committed to date on Phase 1) – this is in line with the budget allocation across the commercially focused sites D, E and F and has been achieved despite the introduction of the GLA Community Infrastructure Levy. The terms proposed are reasonable, are strongly linked to the improvement of the site and the White City area and are affordable within the development plan.

4. The Chair of the Imperial West Syndicate and members of the development team met with the St Helen’s Residents’ Association in May. No new objections were raised and they continued to express their concerns about the height of the Residential Tower (Building F); the balance of commercial and College activity and the impact on the local infrastructure. The team has continued to provide information to the local residents when requested and are still confident that the scheme is compliant on all technical grounds.

ENABLING WORKS FOR PHASE 2 DEVELOPMENT

5. The contract for demolition of the remaining two BBC buildings has been tendered with an anticipated start in August, upon completion of Wood Lane Studios. The works will last three months; however, the majority of the noisy and disruptive activity will be carried out prior to start of the new academic year in October. By knocking down the remaining buildings the College will avoid significant ongoing security costs for the site estimated at £250K per annum if the buildings remain in situ. It is anticipated that the levelled site will achieve a small net income, pending development, and negotiations are ongoing to agree terms around the protection and operation of activities on the site.

6. Negotiations with the energy supplier UKPN (formerly EDF) has secured near term availability of 1.8MVA (about a third of the total Phase 2 requirement) at a cost of £110K. Power capacity continues to be a major issue for the White City area, this supply will ensure the College can deliver the next stage of development, but negotiations continue to ensure
that there is sufficient energy provision for the full masterplan over the term of the development plan.

**FOREST HOUSE**

7. Completion on the Forest House site was achieved on 1 June 2012. The site was bought through the SPV Imperial College (Forest House) Ltd at the agreed price of £5.5M. A short term lease has been agreed with a local storage operator to ensure the safety and security of the site in the near term whilst options are reviewed about the development potential and the relationship the site plays with the broader White City Opportunity Area Planning Framework.

**WHITE CITY OPPORTUNITY AREA**

8. We have continued to investigate the opportunities to establish additional land holdings to the south of Imperial West. The object would be to provide future flexibility for the College and to eliminate the constraints associated with both the small scale of the South Kensington campus and the high cost of land in that area. The land between Imperial West and the new Westfield shopping centre has been subject to many development attempts and there is a chance that Imperial College could be the catalyst for the comprehensive regeneration needed incorporating the exact preferences of the College. Due to the unpredictable nature of the various discussions being held and also for reasons of confidentiality, no detailed analysis is attached. However, it is possible that a substantive discussion will be needed at the Council meeting in which case an additional paper will be prepared. Either way there will be an oral update at the meeting and the chance to discuss the general strategy.

JA
Jun 12
INTRODUCTION

1. This eighth Annual Report provides an overview of the major equality-related activities undertaken between May 2011 and May 2012 and it has been considered by the Management Board. The Report highlights progress, or where there has been little or no change, and proposes priorities for the year ahead. A summary of the most important points is contained in paras. 2-14. The Appendix provides an overview of relevant data.

SUMMARY OF PROGRESS

2. We have continued to focus on those areas where the need for action on equality is greatest:

   a. eliminating or minimising any disadvantages experienced by staff and students due to any of the protected characteristics;(^1)

   b. increasing the representation of disabled staff and students and improving their experience of working or studying here;

   c. increasing the representation of female staff and those who declare as Black and Minority Ethnic (BME), particularly at the more senior levels;

   d. increasing the representation of female academics and research staff;

   e. tackling harassment and bullying.

3. Positive progress can be reported: our monitoring continues to improve - this has led to greater awareness of issues and trends and informs actions e.g. continued support for positive action training programmes for female and BME staff at a time of overall budget reduction and the launch of a leadership programme for disabled staff; we now have nine departmental SWAN awards (eight last year) which recognise good employment practice for female academics and researchers, and a further three departments have been working hard on their applications due in November; the disclosure rates for staff and students with disabilities have shown a gradual move – staff declaration has increased from 1.8% last year to 2.1% this, and student disclosure to the Disability Advisory Service (DAS) is currently at 6.1% - up from 5.7%; the number of female professors has increased from 73 in 201 to 81 in 2011; provision and support for disabled staff and students has improved in quantity and quality and the College has been awarded the Two Tick (positive about disability) Symbol; student officer welfare activities and events have increased and there is an active

---

1. Protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation
programme offered by relevant student societies; the programme of innovative outreach and widening participation activities has expanded; more staff attended distinct equality-related training and briefings- up from 170 (2010) to 199 (2011); Imperial Expectations, designed to make a direct impact on the quality of our management and on the experience of those who work at Imperial, have been launched and are embedded in day-to-day processes and staff development activity - during 2012/13, awareness and compliance will be measured.

4. In addition, progress can be reported in response to the Board’s specific requests for further work following last year’s Report. The following were identified as requiring action in the short-term:

   a. review the staff survey in relation to equality issues and identify specific actions;

   b. identify what more could be done to ensure as wide a pool as possible for recruitment;

   c. identify if additional resources would result in quantifiable improvements;

   d. engender a more obvious commitment to equality.

A paper outlining actions to progress these issues was considered by the Board in November 2011 and work has continued.

5. Staff survey - following the dissemination of survey results to senior managers and staff in departments, the Director of HR has met with Heads of Departments (HoDs) twice to discuss actions and check on progress. Survey results have been analysed in relation to the protected characteristics of age, disability, ethnic origin, gender and sexual orientation. To address the reported levels of harassment and bullying, training on ‘Harassment – the Management Perspective’ and ‘Harassment – Confronting Inappropriate Behaviour’ have been offered as part of the central programme and organised locally; the Harassment and Bullying Policy has been reviewed and, in partnership with unions and our advisory groups, improvements as to how informal and formal complaints are handled are being implemented; the monitoring of formal complaints to HR has improved so that we are better able to identify the range of issues being reported, and in which department.

6. Recruitment - recruitment is the ‘gateway’ into the College; a College-wide review of recruitment practices has been undertaken to identify if different, or improved, recruitment practices might help to address our levels of representation, particularly of women or those from a BME background. Proposals for change have been considered by the E&DC and HR and these will be taken forward over the summer. Current advice, guidance and training will be revamped so that recruiters are more aware of best practice and of how any current practice might be perpetuating the status quo.

7. Resources - the Board approved the funding of two additional posts to support our disability provision, and a specialist Specific Learning Difficulties post for students and a dedicated Disabilities Adviser for staff have been recruited.

8. Commitment - Management Board engagement has visibly increased with current members as Executive Sponsors for disabilities, race equality, sexual orientation and gender equality for academic women; members have been active participants e.g. an assessor at a
Student World Summit, introducing events, taking a lead role as committee chairs and acting as mentors.

9. **Little or no change** can be reported in our staff gender representation. Overall, women continue to be 42% of the total population, a figure which has been static for over five years. Targets set in 2004, and renewed in 2010 that, by 2012, we should have increased the percentage of female academics from 19% to 23% and researchers from 36% to 41% show little progress, but are moving in the right direction. The percentage of female academics has increased to 21.2% in 2011 (20.9% in 2010). The percentage of female researchers is 40.6% in 2011, up from 39.1% in 2010. For students, the overall gender split has remained at around 36%.

10. Representation of BME staff overall shows no significant change. The largest percentage of BME staff are employed as researchers or in the more junior support grades, with no ethnic minority group reaching 10% above the junior management grade (3a). Targets set in 2007 to increase the overall representation of BME staff by at least 1% every two years remain stretching.

11. Data shows that female students do not achieve Firsts at the same rate as male students. In 2011/12, 505 males (36%) compared to 182 females (27%) achieved a First; 381 (57%) females achieved 2A classification and 644 (46%) males; 2Bs are broadly similar being 16% (218) male and 15% (99) female respectively.

**UNMET PRIORITIES**

12. Work is still required to promote systemic change and commitment. At its November meeting, the Board agreed that accountability for equality and diversity would be better provided through the inclusion of periodic reports by each Faculty/the Support Services. A bottom-up approach was thought to be the most effective way of generating greater awareness and commitment. Visits to all departments will take place throughout the rest of 2012 and early 2013. Using relevant data as a backdrop, including that related to students, the aim will be to support departments to implement the best possible equalities practice and to agree actions where required. Discussions will then be held with each Faculty/the Support Services in order to facilitate the reports to the Board.

13. As highlighted above in para. 8, involvement of Board members has increased but we have not communicated this commitment sufficiently to date. Continuing visible endorsement would be beneficial, such as being interviewed, addressing equality-related events and showing active support for specific issues.

**KEY PRIORITIES FOR 2012/13**

14. Priorities are as follows:

   a. to gain greater awareness and commitment to equality and inclusion issues for staff and students through bottom up Faculty/Support services reporting to the Board;
b. to continue to address gender and ethnic origin representation for staff and students (and in particular, for academics, research staff and senior managers) using a wide variety of methods such as positive action training, implementation of the review of recruitment practices which includes the incorporation of unconscious bias training, ensuring fair and transparent promotion processes;

c. to continue to focus on the elimination of harassment and discrimination for staff and students;

d. to continue visible senior management engagement with the overall equalities agenda and with specific initiatives.

EQUALITIES LEGISLATION

15. During the period covered by this Report, action in relation to the Equality Act 2010 has focused upon ensuring that we have complied with publishing extensive equality-related information and publishing our equality objectives. We have also prepared our REF Code of Practice, (draft until HEFCE’s decision in July), which addresses how we will select staff for submission within the context of the equalities legislation. The College also continues to promote equality through use of positive action provision such as staff development programmes to alleviate disadvantage or under-representation, and via an extensive range of widening participation initiatives for students.

DISABILITY EQUALITY

16. The Disability Action Committee (DAC) is chaired by a member of the Board who acts as Executive Sponsor for the disability equality strand. Successful measures which have had a positive impact on staff and students include: the establishment of an Assistive Technology Suite; strengthening the DAS to a team of six with new posts dedicated to provide responsive support e.g. for international students, for those with dyslexia or those with specific learning difficulties such as mental health problems, ADHD, and Asperger Syndrome. A new appointment in the Equalities Unit is a dedicated Staff Disabilities Officer who takes up post in July. Other effective actions include targeted training and development workshops; staff and student focus groups and surveys to increase involvement and inclusivity; a comprehensive refurbishment programme working towards all areas becoming fully accessible, and a relationship with Disabled Go which publicises our accessibility features and receives good feedback. Additionally, the Deputy Presidents, Welfare, are running a campaign designed to promote and support students with hidden disabilities. Regular progress reports to the DAC have proved particularly effective at maintaining momentum and making significant year on year progress.

GENDER EQUALITY

17. In addition to the success of nine departments gaining SWAN Awards (seven Silver and two Bronze), the College is also applying for an institutional upgrade from Bronze to Silver. These Awards contribute significantly to gender equality because issues are raised and measures put in place in response e.g. to aid greater retention and eliminate barriers. Applications also require detailed monitoring information and analysis of all staff and
students which help to identify trends. While female academic representation remains largely static, there is some success; there has been an increase in female professors from 73 in 2010 to 81 in 2011, although representation at the reader level has, however, decreased from 49 to 44 in the same period. Progress is also more limited for support staff women at director level with representation at the highest grade (Level 7) remaining static at 5 (20%), but there has been a slight increase in women in senior managerial roles (Levels 5 and 6) - 41.5% in 2010 and 42.3% in 2011.

18. Responses in the most recent staff survey indicate that 14% of female respondents thought that their gender had affected their progression compared with 2% of male respondents; 9% of female respondents reported they had experienced harassment and bullying from colleagues compared with 5% of male respondents, and 9% believed that caring responsibilities had affected their career progression compared with 2% of male respondents. In order to help address these dissatisfactions, women-only development opportunities continue to be taken up and are highly regarded e.g. Springboard, Female Academic Development Centre (FAD), Communicating Positively. Evaluation from participants and their managers show that the programmes result in promotion or change of role, increased confidence, and increased responsibility and influence. Mentoring and coaching programmes are also valued for their quality and impact. Ongoing activities that aim to address inequalities include equal pay audits and relativity assessments, the Female Faculty Ambassadors’ scheme, and dedicated appointments such as the SWAN Coordinator and a student gender officer for research students.

LGBT EQUALITY

19. While Imperial was unsuccessful at retaining its position in the Stonewall Workplace Index of Top 100 employers, it is to be noted that the College improved its overall score. The Index identifies benchmarking against five areas, specifically: policy and practice, staff engagement, staff development and support, monitoring, and community engagement. Greater inclusion and general progress were identified but we failed to demonstrate adequate improvement against all the criteria. The Index has helped us focus on key areas where visible change is required i.e. monitoring analysis, procurement policy, and community engagement. Imperial continues to be a Stonewall Diversity Champion to symbolise our commitment to sexual orientation equality and has increased activities to eliminate discrimination. Actions include: policy review and development, with a new Trans Policy currently being consulted upon; awareness training for staff; development programmes for LGBT staff, including mentoring and coaching opportunities; work with Student Union Representatives and Welfare Officers on targeted training and events; Unseen Imperial, and other positive promotion campaigns; extending the Imperial 600 (LGBT) network to maximise networking opportunities and support shared and external initiatives e.g. this year the Stonewall Diversity Champions in HE are marching together under one banner in the annual Pride celebration.

RACE EQUALITY

20. Imperial As One (IAO) now has a Management Board Executive Sponsor, providing greater opportunity to raise awareness and influence decisions where appropriate. Under-representation continues to be addressed via positive action training and 2012 has seen the fourth iLead programme for diverse leaders being delivered, targeting academics,
researchers, and those at the higher grades. Training to eliminate discrimination is an integral part of relevant management development programmes. In terms of access to development opportunities, in 2010/11, the participation rate of staff who declared their ethnic origin as BME/Other was broadly similar to their representation level i.e. 22% and 22.7% respectively.

**WIDENING PARTICIPATION**

21. Imperial is committed to building on its outreach and widening participation work through hosting a wide range of summer schools, science activities, training programmes, workshops and events. We continue to build on unique programmes, such as the Gen YDP leadership programme, designed to prepare BME graduates across the HE sector for leadership positions and the Personal Statement Workshops, with presentations from Admissions Tutors and Student Presidents. This year we are co-sponsoring the Amos Bursary project, designed to assist academically able British boys from inner city schools (with family connections to Africa and the Caribbean) to realise their full potential. All these programmes have distinguished champions, including alumni Trevor Phillips and Margaret Adams, to Lord Herman Ouseley and Baroness Amos, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator. Creative Futures – workshops designed to raise the aspirations of children from disadvantaged boroughs to apply for prestigious universities - continues to expand, with an ever-increasing number of our academics, postdocs and members of IAO being involved and acting as role models.

**OUR KEY AREAS OF FOCUS**

22. Overall, progress is being made and, in particular, we have made great strides in relation to disability support over the last five years. The major equality issues that were identified then, however, remain to be addressed i.e. lack of equal representation and inclusion for some staff and students, insufficient visible commitment to the equalities agenda, occurrences of behaviour that are harassment or bullying. We need to continue our focus on these areas.

**SPECIFIC FUTURE ACTIONS**

23. In order to help meet the priorities outlined in para. 14 above, we will undertake the following actions which Management Board is asked to consider and note:

24. **Specific Priorities for 2012/13**

   a. continue to work with departments on the results of the 2011 staff survey, identify further appropriate local actions with departments/divisions and review and evaluate impact;

   b. support HODs to incorporate best equalities practice as outlined in para. 12 above;
c. implement recommendations arising from the review of recruitment and selection and continue the work to ensure wide and diverse recruitment pools and selection panels;

d. implement a programme of training on unconscious bias so that we have better trained and informed staff who are Admissions and Academic Tutors, and those who sit on disciplinaries and appeals and recruitment panels;

e. continue to make concerted efforts to increase the collection of personal data details from staff and students for accurate monitoring purposes; make contact with those organisations which could influence the current relatively poor rate of non-disclosure by students with a view to making changes that aid more accurate monitoring;

f. implement our Equality Objectives (required by the Equality Act 2010), and monitor progress on our five equality KPIs: i. representation at senior levels/on decision-making bodies; ii. student representation; student attainment; gender representation for academic and research staff; overall ethnic origin representation;

g. Management Board members are asked to participate in one of the unconscious bias programmes referred to in point d. above;

25. Continued Efforts

h. further develop our training and expertise on non-confrontational approaches to discipline and conflict resolution; establish an IAO forum to review developments that have an impact on issues of race equality and cultural diversity;

i. continue our widening participation and outreach activities in line with the College’s Access Agreement and OFFA criteria in order to address under-representation of particularly disadvantaged pupils;

j. continue to exhibit and celebrate positive practice across the College and sector;

k. continue to update and maintain equality web sites/sources of information and promote equality provision and progress;

l. continue to monitor and analyse data, provide progress reports and regularly revisit targets and objectives;

m. continue positive action development to help address under-representation;

n. continue with the implementation of Imperial Expectations to improve managerial behaviour and improve the ‘staff experience’;

o. continue the work to improve provision and support for disabled staff and students.

26. Work in Progress
the E&DC is to consider the merits and practicalities of implementing an active and public zero-tolerance campaign against harassment and bullying and this may be referred to the Board subject to further consideration by the E&DC.

27. The Management Board considered and endorsed this Annual Report at its meeting held on 22 June 2012.

28. Council is asked to:
   a. note the activities which have been undertaken, the progress made and where further action is required;
   b. note the actions which will take place in order to meet our equality priorities.

E Astle
June 2012
## Appendix – Student and Staff Equality and Diversity Data

### Undergraduates Ethnicity

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>336</td>
<td>169</td>
<td>27</td>
<td>15</td>
<td>658</td>
<td>3115</td>
<td>3179</td>
<td></td>
</tr>
<tr>
<td>White - British</td>
<td>2233</td>
<td>2347</td>
<td>2550</td>
<td>2658</td>
<td>2141</td>
<td>2138</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White - Irish</td>
<td>39</td>
<td>26</td>
<td>18</td>
<td>11</td>
<td>6</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White - Scottish</td>
<td>22</td>
<td>23</td>
<td>22</td>
<td>11</td>
<td>5</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other White</td>
<td>230</td>
<td>191</td>
<td>148</td>
<td>100</td>
<td>159</td>
<td>215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other White</td>
<td>2860</td>
<td>2756</td>
<td>2765</td>
<td>2795</td>
<td>2311</td>
<td>3019</td>
<td>3179</td>
<td></td>
</tr>
<tr>
<td>All White</td>
<td>2860</td>
<td>2756</td>
<td>2765</td>
<td>2795</td>
<td>2311</td>
<td>3019</td>
<td>3179</td>
<td></td>
</tr>
<tr>
<td>Black Caribbean</td>
<td>18</td>
<td>28</td>
<td>30</td>
<td>29</td>
<td>29</td>
<td>30</td>
<td>25</td>
<td>22</td>
</tr>
<tr>
<td>Black African</td>
<td>143</td>
<td>170</td>
<td>164</td>
<td>166</td>
<td>149</td>
<td>141</td>
<td>136</td>
<td>126</td>
</tr>
<tr>
<td>Black other</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>11</td>
<td>11</td>
<td>5</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>All Black</td>
<td>194</td>
<td>233</td>
<td>234</td>
<td>244</td>
<td>226</td>
<td>216</td>
<td>207</td>
<td>196</td>
</tr>
<tr>
<td>Indian</td>
<td>710</td>
<td>711</td>
<td>715</td>
<td>749</td>
<td>738</td>
<td>762</td>
<td>758</td>
<td>753</td>
</tr>
<tr>
<td>Pakistani</td>
<td>177</td>
<td>184</td>
<td>197</td>
<td>191</td>
<td>169</td>
<td>149</td>
<td>175</td>
<td>179</td>
</tr>
<tr>
<td>Bangladeshi</td>
<td>70</td>
<td>61</td>
<td>77</td>
<td>74</td>
<td>73</td>
<td>64</td>
<td>52</td>
<td>56</td>
</tr>
<tr>
<td>Chinese</td>
<td>463</td>
<td>477</td>
<td>478</td>
<td>479</td>
<td>490</td>
<td>522</td>
<td>480</td>
<td>486</td>
</tr>
<tr>
<td>Asian other</td>
<td>341</td>
<td>367</td>
<td>377</td>
<td>387</td>
<td>370</td>
<td>404</td>
<td>370</td>
<td>340</td>
</tr>
<tr>
<td>Mixed - White</td>
<td>11</td>
<td>13</td>
<td>15</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Mixed - Black</td>
<td>15</td>
<td>15</td>
<td>16</td>
<td>19</td>
<td>18</td>
<td>21</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td>Mixed - White</td>
<td>121</td>
<td>127</td>
<td>138</td>
<td>142</td>
<td>153</td>
<td>166</td>
<td>169</td>
<td>175</td>
</tr>
<tr>
<td>Mixed - Asian</td>
<td>55</td>
<td>67</td>
<td>76</td>
<td>85</td>
<td>95</td>
<td>112</td>
<td>107</td>
<td>103</td>
</tr>
<tr>
<td>Other Mixed</td>
<td>126</td>
<td>122</td>
<td>129</td>
<td>131</td>
<td>124</td>
<td>126</td>
<td>113</td>
<td>112</td>
</tr>
<tr>
<td>Other/Others*</td>
<td>527</td>
<td>369</td>
<td>310</td>
<td>724</td>
<td>1743</td>
<td>252</td>
<td>151</td>
<td>70</td>
</tr>
<tr>
<td>Information refused</td>
<td>18</td>
<td>856</td>
<td>2418</td>
<td>2325</td>
<td>2033</td>
<td>2816</td>
<td>3188</td>
<td>3431</td>
</tr>
<tr>
<td>Information not yet sought</td>
<td>2182</td>
<td>1720</td>
<td>432</td>
<td>93</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>7844</td>
<td>8050</td>
<td>8346</td>
<td>8419</td>
<td>8554</td>
<td>8608</td>
<td>8885</td>
<td>9080</td>
</tr>
</tbody>
</table>

There has not been any significant percentage change for any ethnic origin. Consistently, the two largest groups at the UG-level are those of a white ethnic origin and those who have refused to give their ethnic origin.

The percentage of UGs of a white ethnic origin has been consistently ~35%, with the exception of 2008-09. In this year there was an anomalously large number of students’ ethnicity recorded as ‘Not known’.

In 2010-11 Registry stopped reporting white ethnic origins by individual categories (e.g. ‘White Irish’) and instead all such data has been combined as ‘White’. Based on years previous to this, it appears that the vast majority of these students are White - British.
The percentage of UGs in the ‘Information Refused’ category appears to have increased significantly over the past eight years. However, this may well be due to the large number of UGs recorded as ‘Information not yet sought’ in 2004-05 and 2005-06, and the anomalous 2008-09 ‘Not known’ data. In more recent years, however, the percentage has increased somewhat, from 32.71% in 2009-10 to 37.79% in 2011-12 (3431 students).

The largest ethnic minorities have consistently been (student number in bracket is for 2011-12):
- Indian, ~8.5% (753)
- Chinese, ~6% (486)
- Asian other, ~4% (340)

All Black Ethnic Origins*, ~2.5% (196)

*includes Mixed - White and Black Caribbean, and Mixed - White and Black African

---

The percentage of UGs in the ‘Information Refused’ category appears to have increased significantly over the past eight years. However, this may well be due to the large number of UGs recorded as ‘Information not yet sought’ in 2004-05 and 2005-06, and the anomalous 2008-09 ‘Not known’ data. In more recent years, however, the percentage has increased somewhat, from 32.71% in 2009-10 to 37.79% in 2011-12 (3431 students).

The largest ethnic minorities have consistently been (student number in bracket is for 2011-12):
- Indian, ~8.5% (753)
- Chinese, ~6% (486)
- Asian other, ~4% (340)

All Black Ethnic Origins*, ~2.5% (196)

*includes Mixed - White and Black Caribbean, and Mixed - White and Black African
Generally, there are fewer women than men at UG, PGT, and PGR levels and there does not appear to have been any significant change over the last eight years. It should be noted though that both female and male student numbers have increased over the period.

The higher female percentage at PGT-level (compared to UG and PGR students) is mainly due to the Business School, whose students are more evenly split between female/male than that of SET disciplines (*as can be seen in the Faculty-level data*).
This data considers all students in the College, i.e. UG, PGT and PGR. While total student numbers have increased, so has the percentage of students formally identifying themselves as disabled, from 1.9% to 4.15% over the past eight years.

<table>
<thead>
<tr>
<th>Academic year</th>
<th>Disabled Students</th>
<th>Total Students</th>
<th>% Disabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>230</td>
<td>12054</td>
<td>1.9%</td>
</tr>
<tr>
<td>2005-06</td>
<td>236</td>
<td>12296</td>
<td>1.9%</td>
</tr>
<tr>
<td>2006-07</td>
<td>337</td>
<td>13023</td>
<td>2.6%</td>
</tr>
<tr>
<td>2007-08</td>
<td>472</td>
<td>13355</td>
<td>3.5%</td>
</tr>
<tr>
<td>2008-09</td>
<td>541</td>
<td>14264</td>
<td>3.8%</td>
</tr>
<tr>
<td>2009-10</td>
<td>561</td>
<td>14935</td>
<td>3.8%</td>
</tr>
<tr>
<td>2010-11</td>
<td>595</td>
<td>15567</td>
<td>3.8%</td>
</tr>
<tr>
<td>2011-12</td>
<td>655</td>
<td>15923</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Disability Overview</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Disabled</th>
<th>Not disabled</th>
<th>No data</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>63</td>
<td>5703</td>
<td>6287</td>
</tr>
<tr>
<td>2007</td>
<td>63</td>
<td>5860</td>
<td>6372</td>
</tr>
<tr>
<td>2008</td>
<td>60</td>
<td>6031</td>
<td>6570</td>
</tr>
<tr>
<td>2009</td>
<td>77</td>
<td>6067</td>
<td>6717</td>
</tr>
<tr>
<td>2010</td>
<td>122</td>
<td>5981</td>
<td>6753</td>
</tr>
<tr>
<td>2011</td>
<td>138</td>
<td>5928</td>
<td>6637</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Disability Overview</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Disabled</th>
<th>Not disabled</th>
<th>No data</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1.00%</td>
<td>90.70%</td>
<td>8.30%</td>
</tr>
<tr>
<td>2007</td>
<td>1.00%</td>
<td>92.00%</td>
<td>7.00%</td>
</tr>
<tr>
<td>2008</td>
<td>0.90%</td>
<td>91.80%</td>
<td>7.30%</td>
</tr>
<tr>
<td>2009</td>
<td>1.10%</td>
<td>90.30%</td>
<td>8.50%</td>
</tr>
<tr>
<td>2010</td>
<td>1.80%</td>
<td>88.60%</td>
<td>9.60%</td>
</tr>
<tr>
<td>2011</td>
<td>2.10%</td>
<td>89.30%</td>
<td>8.60%</td>
</tr>
</tbody>
</table>
### Staff Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>2653</td>
<td>3634</td>
<td>6287</td>
</tr>
<tr>
<td>2007</td>
<td>2701</td>
<td>3671</td>
<td>6372</td>
</tr>
<tr>
<td>2008</td>
<td>2792</td>
<td>3778</td>
<td>6570</td>
</tr>
<tr>
<td>2009</td>
<td>2874</td>
<td>3843</td>
<td>6717</td>
</tr>
<tr>
<td>2010</td>
<td>2887</td>
<td>3866</td>
<td>6753</td>
</tr>
<tr>
<td>2011</td>
<td>2829</td>
<td>3808</td>
<td>6637</td>
</tr>
</tbody>
</table>

### Staff Ethnicity

<table>
<thead>
<tr>
<th>Year</th>
<th>Asian</th>
<th>Black</th>
<th>Chinese</th>
<th>Mixed</th>
<th>Other</th>
<th>White</th>
<th>No data</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>480</td>
<td>233</td>
<td>258</td>
<td>116</td>
<td>117</td>
<td>4719</td>
<td>364</td>
<td>6287</td>
</tr>
<tr>
<td>2007</td>
<td>543</td>
<td>239</td>
<td>273</td>
<td>128</td>
<td>116</td>
<td>4756</td>
<td>317</td>
<td>6372</td>
</tr>
<tr>
<td>2008</td>
<td>578</td>
<td>233</td>
<td>284</td>
<td>149</td>
<td>115</td>
<td>4818</td>
<td>393</td>
<td>6570</td>
</tr>
<tr>
<td>2009</td>
<td>576</td>
<td>229</td>
<td>291</td>
<td>145</td>
<td>113</td>
<td>4882</td>
<td>481</td>
<td>6717</td>
</tr>
<tr>
<td>2010</td>
<td>596</td>
<td>227</td>
<td>304</td>
<td>153</td>
<td>105</td>
<td>4787</td>
<td>581</td>
<td>6753</td>
</tr>
<tr>
<td>2011</td>
<td>613</td>
<td>233</td>
<td>289</td>
<td>161</td>
<td>102</td>
<td>4742</td>
<td>497</td>
<td>6637</td>
</tr>
</tbody>
</table>

### Staff Ethnic Minorities, Percentages
COLLEGE HEALTH AND SAFETY MANAGEMENT

1. The development of the College Health and Safety Management System has continued. The second round of audit based on a computer health and safety audit system, iCheck, has been carried out. The audit found that there had been an improvement in compliance with the College Safety Management System. Academic departments were also required to compile Action Plans, which were then incorporated into overall Faculty Action Plans. Progress in implementing these plans is monitored at the College Health Safety and Environment Committee.

2. The College Health, Safety and Environment Committee met three times during the year. Its main task is to improve the health and safety culture within the College, review the performance of Faculties and Departments (including progress on implementing Action Plans), take forward the issues raised by new legislation and Campuses to the Management Board, and identify the financial implications for the College and its departments. The Committee also reviewed safety audits undertaken by the College Safety Auditor.

3. The College Health and Safety Consultative Committee fulfils the College’s legal obligation to consult with employees on safety issues and is the forum for the development of College policies on health and safety. The Committee met three times in 2010/11. The Committee has discussed a wide range of issues brought to its notice by the College Officers with responsibility for Safety, Occupational Health and Fire, as well as by the Trades' Union representatives.

4. The Safety Director continues to meet with new Heads of Department shortly after their appointment and also meets existing Heads of Department on a regular basis to update them on recent developments.

5. There have been further meetings of the Joint Safety Advisory Group set up in 2010 to act as a focal point for the discussion of safety-related matters affecting both the Trust and the College. This group provides a point of reference for staff from both the Trust and the College when they are unsure if they should be speaking to the College Safety Department or the Trust Safety Office.

SIGNIFICANT HAZARDS

6. **Significant Hazards:** The significant hazards at the College continue to be: work with dangerous human, animal and plant pathogens; genetically modified organisms; ionising radiation; lasers; toxic chemicals; laboratory animal allergy, and, fieldwork. College policies and codes of practice are in place for all of these and there are specialist advisers based in Occupational Health and Safety Department who provide expert advice and support to the College. Following an incident at the Chelsea and Westminster Campus (see
below) the Safety Department have carried out a review of the guidance on liquid nitrogen. Other hazards present at the College include: machine tools in mechanical workshops; lifting equipment; pressure systems; high-voltage electrical equipment; and, electromagnetic radiation. The Safety Department works in conjunction with faculty and departmental advisers to ensure that the College is meeting its statutory requirements.

7. **Pathogens and Genetically Modified Organisms:** Containment Laboratories – The College undertakes research involving Hazard Group 3 and Hazard Group 2 pathogens as well as research with Genetically Modified Organisms. The College has 48 Containment Level 3 laboratories (representing approximately 10 per cent of the UK total); 38 of these laboratories are currently in use at CL3 standard, the rest are being used at CL2 level. All are capable of operating at CL3. All CL3 facilities are inspected and revalidated annually by the College BioRisk Manager.

8. **Ionising Radiation:** There are currently around 1100 Registered Radiation Workers at the College (around 600 use unsealed sources, 600 used sealed sources or X-ray – clearly there is some overlap between the various groups). Over 100 Uses are registered to use High-Activity Sealed Sources (irradiators, etc). In addition to providing support to Users (managing isotope ordering systems, carrying out radiological risk assessment, monitoring dosimetry and providing monthly training for new users, etc), the Radiation Protection Team (one Radiation Protection Adviser and two Radiation Protection Officers) has managed the disposal of a further £60k worth of legacy materials. Remaining legacy materials will be disposed of in accordance with the terms of our Permits and the availability of funding.

9. **Lasers:** The College probably has the largest number of high-power lasers in any university in the country. Work with lasers ranges from fundamental laser physics through to use of laser-containing equipment (such as confocal microscopes and fluorescence-assisted cell sorting) in biomedical sciences. A Competency Scheme has been introduced covering various stages of laser usage and the Safety Director gave a presentation on this at the International Laser Safety Conference held in San Jose.

10. **Chemicals:** The Safety Department has developed a detailed Code of Practice on fume cupboards and local exhaust ventilation equipment. The Code, which is based on British Standards and current best practice, includes detailed procedures on the positioning of cupboards and on commissioning testing as well as guidance on the safe use and maintenance of the equipment. The Facilities Management Division has spent a great deal of effort and funding to improve fume cupboard performance, in particular dealing with containment, and more rigorous procedures have been put into place for the testing of fume cupboards after installation. The Safety Department has appointed a Safety Technician whose role includes the identification and labelling of critical plant relating to local exhaust ventilation.

11. **Laboratory Animal Allergy:** The College has around 800 researchers and support staff who work with laboratory animals, and there is a risk of them developing asthma as a result of exposure to laboratory animal allergens. Despite considerable investment in air-handling equipment and other engineering controls there is still the need to protect the health of researchers and support staff. The Occupational Health Department undertake health surveillance of all those who work with laboratory animals and carry out face-fit testing for all those required to wear respiratory protection.
12. **Cryogenic Liquids:** Various laboratories in the College use cryogenic liquids, including liquid helium, liquid nitrogen and liquid xenon. Liquid nitrogen is used in over 200 laboratories around the College for activities ranging from cooling magnets in NMR instruments and electron microscopes through to cryogenic storage. Following the incident at the Chelsea and Westminster campus, the Safety Department has been undertaking a review of these activities and the control measures in place. The College Guidance Note “Liquid Nitrogen – Storage, Use and Transportation within College Premises” was produced in 2000 and revised in 2004. It has been further reviewed and some minor amendments will be made.

**OTHER HAZARDS**

13. **Asbestos:** The College continues to manage its legacy of asbestos. During the past year asbestos has been removed from many locations around the College either as part of a major project or when refurbishment has taken place. In addition, as part of the Long Term Maintenance budgets, circa £150K pa has been spent removing asbestos in high risk areas. The College continues to run Asbestos Awareness Courses for staff and contractors working at the College.

14. **Legionella:** Facilities Management continue to manage the control of Legionella in the various water systems present on the College’s campuses. Regular testing is carried out of the water quality in cooling towers, hot water systems and cold water systems.

**AUDIT**

15. The results of the second round of *iCheck* are attached as Annex A. The audit concentrated on two areas of the College Safety Management System: Responsibilities of Heads of Department; and, risk assessment.

16. In-depth audits of Catering and Conferences, Central Biomedical Services, and the Department of Chemical Engineering have been carried out. The audit reports were presented to the College Health Safety and Environment Committee.

**ACCIDENTS AND DANGEROUS OCCURRENCES**

17. The Metropolitan Police and the Health and Safety Executive are investigating the death of a Chelsea and Westminster NHS Trust employee which occurred on 26 October 2011 in a College-controlled laboratory in the St Stephen’s Centre adjacent to the Chelsea and Westminster Hospital. The full circumstances of the incident are not yet known; indeed it is unlikely that we will ever know fully what happened. The Police currently retain primacy for the investigation. The results of the *post mortem* have not been released. A Coroner’s Enquiry has been opened and adjourned. Following an initial investigation, Chris Tilley, HSE Inspector, served two Prohibition Notices (one on the College and one on Chelsea and Westminster Trust) and two Improvement Notices (once again, one on the College and one on the Trust). The College has responded to these notices and the HSE are content with the action. Specialist inspectors from the HSE, accompanied by experts from BOC, carried out a further investigation of the laboratory on 4 November. They confirmed that there was no problem with the liquid nitrogen vessel and the oxygen depletion monitor was functioning...
correctly. (Please Note: this incident has not been recorded in the Reportable Accident Summaries given in Annex C as it involved a Trust employee and will be included in their statistics.)

18. The Health and Safety Consultative Committee receives and reviews accident reports at each of its meetings. Attached to this Report at Annex B is the statistical analysis of the reports for the year compared with those of previous years.

19. The most serious accidents are those that are formally reportable to the Health and Safety Executive (HSE) in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). These include major injuries, injuries resulting in absence from work for more than three days and injuries to ‘members of the public’ (for reporting purposes, both visitors to the College’s campuses and students are considered to be ‘members of the public’). A summary of these accidents is attached to this report as Annex C.

ENFORCEMENT AGENCY INSPECTIONS

20. During the course of the year, the College has been visited by various inspectors from the HSE, the Environment Agency and, Counter Terrorism and Security.

21. Specialist Inspectors from the Health and Safety Executive carried out inspections of Containment Level facilities located on the South Kensington and St Mary’s campuses in May. The inspections began with an Introductory Briefing attended by a wide range of interested parties from the College (including Trade Union Safety Representatives). The Safety Department accompanied the HSE during their inspections and worked closely with the Faculties of Medicine and Natural Sciences together with Central Biomedical Services. This visit was part of a nation-wide inspection programme. The HSE followed up on the visit with a letter containing some recommendations, these included: introducing systems to review long-standing risk assessments (for projects which have been ongoing for several years); reviewing the need for refresher training – particularly where researchers may be returning to work after an extended period of absence; ensuring that dust trails – indicating potential leakage areas in laboratories – are easy to spot (some laboratories had recently been redecorated with a dark grey paint which meant dust trails could not be easily identified); and, establishing a programme for emergency drills to practice procedures in the CL3 laboratories. These have been acted on.

22. The annual Demonstration Emergency Exercise held at the Reactor Centre was considered satisfactory by the Nuclear Installations Inspector witnessing the event.

23. The College Secretary, the Safety Director and the Deputy Safety Director attended a Stakeholder’s meeting with the Health and Safety Executive for organisations carrying out work with dangerous pathogens. The College was representing the university sector’s interests, together with Oxford University.

24. Inspectors from the Environment Agency visited the Hammersmith Campus on Wednesday 9 February. During the inspection they identified a non-compliance of one of the Permit Conditions involving failure to keep records of waste accumulated for disposal.
25. The Irradiator at Harefield has been removed and taken to Germany for recycling. This means that the College has one less High-Activity Sealed Source to deal with.

26. Amber Bannen, Environment Agency, contacted the College concerning a report she had received from the MRC at Hammersmith concerning a potential security breach affecting the High-Activity Sealed Source. Some work was being undertaken on the security system and a glitch resulted in the access level going global – meaning anyone could have had access.

Ian Gillett
College Safety Director

May 2012
Annex B

ACCIDENT REPORTS

1. During the Calendar Year 2011, 285 work-related accidents were reported to the Safety Department. This is very similar to 2010 (286).

TYPES OF ACCIDENT

2. Accidents have been categorised using the classifications employed by the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). The results for the last seven years are shown in the attached table.

ACCIDENT RATE

3. Although it is important to consider the numbers and types of accidents, a more instructive yearly comparator is the accident rate; this is the number of accidents per 1000 people at risk (staff and students).

4. Accident rate for the last seven years is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total number of Staff</th>
<th>Accident Rate per 1000 - Staff</th>
<th>Total number of Students</th>
<th>Accident Rate per 1000 - Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>5764</td>
<td>38.3</td>
<td>11152</td>
<td>8.4</td>
</tr>
<tr>
<td>2006</td>
<td>5824</td>
<td>31.6</td>
<td>11844</td>
<td>7.4</td>
</tr>
<tr>
<td>2007</td>
<td>5895</td>
<td>24.9</td>
<td>12509</td>
<td>7.3</td>
</tr>
<tr>
<td>2008</td>
<td>5999</td>
<td>23.8</td>
<td>12744</td>
<td>5.9</td>
</tr>
<tr>
<td>2009</td>
<td>6285</td>
<td>24.0</td>
<td>13410</td>
<td>7.7</td>
</tr>
<tr>
<td>2010</td>
<td>6364</td>
<td>23.4</td>
<td>13889</td>
<td>8.1</td>
</tr>
<tr>
<td>2011</td>
<td>6801</td>
<td>18.0</td>
<td>13964</td>
<td>7.7</td>
</tr>
</tbody>
</table>
REPORTABLE ACCIDENT SUMMARIES

1 January 2011 to 31 December 2011

A total of eighteen (18) accidents were reported to the Health and Safety Executive in accordance with the Reporting of Injuries Diseases and Dangerous Occurrence Regulations, and the Genetically Modified (Contained Use) Organisms Regulations.

1. A postgraduate student required a skin graft after dropping a bottle of trifluoroacetic acid when moving it from a fume cupboard to a storage cupboard below. He lifted the bottle by its top which came off spilling the chemical onto his trousers – he was wearing a laboratory coat, gloves and safety glasses but his labcoat gaped open as he bent down.

2. A postgraduate was splashed in the face (he was wearing labcoat and safety glasses) when open a reaction tube in a fume cupboard. He was taken to hospital but did not require any treatment.

3. A postgraduate student at Silwood Park scalded their hand while washing experimental pots in a greenhouse. The student went to hospital for treatment. It was later determined that the thermostat in the water heater had failed – this was replaced and all similar water heaters were checked.

4. A postgraduate student from Life Sciences who was undertaking a project at Diamond Light Sources Ltd in Didcot, Oxfordshire, sustained lacerations to their forehead when a thermos flask they were using used to transport a sample shattered. The student had used dry ice to keep the sample frozen and pressure had built up inside the flask. The person had received training which had specifically identified this as a risk so it is uncertain why this method was used. The procedure was revised.

5. A postgraduate student from Civil Engineering was kept in hospital overnight after they became ill from inhaling xylene fumes. Another researcher working in the laboratory had been carrying out a procedure on the open bench in the laboratory which should have been carried out in a fume cupboard. The other researcher was suspended from laboratory work and the protocols for the use of xylene were reviewed.

6. An undergraduate student in the Materials Department sustained a molten liquid burn to three of his fingers when some molten nitrate from an experiment involving toughening samples of glass splashed on to his ungloved hand. The student was familiar with the risk assessment for the process but on this occasion was not wearing the thermal gloves normally used. The incident happened in the early evening and access times to the laboratory and the level of supervision has been reviewed.

7. A student from the Royal College of Music, who was attending an Imperial College Sinfonietta rehearsal, scalded their hand when collecting hot water from an urn to make tea. The student was taken to hospital for treatment.

8. An undergraduate from Chemistry sustained burns to his arm and hand when he was involved in an ether fire caused by solvent splashing on to a nearby hotplate. The student
was taken to hospital for treatment where it was confirmed he had suffered a partial thickness burn to the top of his hand and a blister on the underside of the forearm. The hotplate was not part of the experimental set-up. The laboratory manual has been amended to make this clear.

9. A member of the technical staff in the Department of Medicine sustained a UV exposure to the eyes when using a UV transilluminator to cut gel bands. The person was using a Perspex screen to shield their eyes but this had not provided the protection they had expected – the UV visor that is normally used was not immediately available. Additional hazard warning signs have been positioned by the transilluminator and the visor suitably labelled to make it more obvious.

10. A technician dislocated his shoulder when moving a drum of water treatment and was signed off for two weeks. The technician had received manual handling training.

11. An undergraduate student tripped over an electric cable being used to charge a personal laptop at the back of the Drew lecture Theatre in the Reynolds Building at Charing Cross and suffered a seizure. She was taken to hospital for treatment.

12. There was a serious incident involving a postgraduate student from Humanities who was involved in a car accident whilst riding a scooter while on a fieldwork trip. The student sustained a fractured leg. The student appears to have undertaken this trip against the advice of the department and no prior fieldwork risk assessment had been carried out. The student had hired the scooter himself. The Safety Department has discussed this incident with the department and prior risk assessments will be in place for future fieldwork trips.

13. A Chemistry postgraduate was splashed in the face by a small quantity of sulphuric acid when a needle/ syringe connection came apart under pressure. The student was wearing safety spectacles and carrying out the procedure in a fume cupboard but the sash was positioned a little too high. The student was taken to hospital for treatment.

14. A member of the public (aged 85) fell down the steps at the main entrance and fractured a vertebra. The person was taken to hospital and kept in for further treatment for 9 days. Facilities Management reviewed various options for improving the definition of these steps and have installed red strips at the edge of all steps.

15. A child (aged 2 and a half) fell from a low part of the climbing frame in the Early Years Education Centre Garden. He was taken to hospital as a precaution as his head and back were hurting. He was back at the Centre the following day.

16. A Physics undergraduate was splashed in the eyes by some battery chemicals when the battery exploded during an experiment. The student was taken to hospital for treatment. The student had departed from the written experimental protocol and had put an unsuitably high current through the battery. The risk assessment for the experiment has been revised to warn against such departures from protocol.

17. A postgraduate student from Chemistry cut their finger when a round-bottomed flask broke. The student went to hospital for treatment and was instructed to stay off work for 5 days until the stitches had been removed.

18. A postgraduate from Life Sciences sustained a needlestick injury when they were
tidying up their laboratory bench. The student became concerned about the incident and decided to attend the hospital casualty department two days later. Nothing was found at the bench.

In addition two other incidents were reported to the Health and Safety Executive:

1. In May, there was an explosion in some process exhaust trunking in Mechanical Engineering. A postgraduate student was working with hydrogen/oxygen mixtures and a fault with a valve lead to the ignition of a flammable mixture in the trunking that resulted in an explosion and the fan was damaged. No-one was injured in the incident. A detailed investigation has been carried out and remedial actions have been acted upon. These included: increased training for users of the extract system and more detailed review of risk assessments.

2. Also in May, there was a small release of genetically-modified tuberculosis material from an animal-based experiment at St Mary’s. A detailed investigation of the incident has taken place and the HSE have been informed of the incident. The design of the equipment used in the experiment has been revised – in conjunction with the manufacturer (based in Italy) – and the modification undertaken was reviewed by the Safety Department before the equipment was brought back to the College.
1. The Senate has reviewed the Imperial College Regulations for Students and is proposing a number of amendments. In accordance with the Council’s powers as set out in the Statutes, amendments to the Regulations for Students must be approved by the Council.

2. Minor amendments are proposed to Regulations 1, 2, 6, 9, 11 and 15 which are essentially a tidying up exercise.

3. The Senate is also proposing the creation of a new Regulation to be numbered 16 to cover relationships between students and staff that could impact on the integrity of a student’s academic assessment. This new regulation mirrors the advice given to staff by HR regarding relationships between staff and students.

4. The full Regulations for Students are attached with tracked changes showing the effect of the above.

5. Council is asked to consider and, if it sees fit, approve the proposed changes.

Nigel Wheatley
Academic Registrar
Regulations for Students

1. All registered students of the College are subject to the provisions of these Regulations for Students, the College Academic Regulations, the Regulations of the University of London as appropriate and such other Regulations and Instructions for Students as the College may from time to time approve.

2. Any student whose sessional fees or whose residence charges* (including charges made by the Du Cane Housing Association) have not been paid in full will not be allowed to proceed to the next year of the course and will be required to withdraw from the College. If any fees or charges are still unpaid at the time when a student enters for the last examination necessary to qualify for the award of a degree/diploma, the award will not be conferred and no certificate in respect of the award will be issued until the debt has been paid in full.

3. Any student wishing to occupy residential accommodation provided by, or on behalf of, Imperial College will be required to abide by the terms and conditions of the Licence. Acceptance of an offer of accommodation will signify acceptance of such terms and conditions.

4. Every registered student of the College is automatically a member of Imperial College Union unless, under the provisions of the Education Act 1994, a student has formally opted out of student union membership by recording that decision with the Academic Registrar in the manner prescribed.

5. Student disciplinary offences of a non academic nature are dealt with under a code of procedure agreed by Imperial College Union and approved by the Governing Body. In the case of serious offences, this may involve the suspension and/or expulsion of the student from the College. Students must not engage in any conduct which causes harm or unreasonable disturbance to students, staff, neighbours or visitors to the College, or damage to any property of the College or its students, staff, neighbours or visitors, or engage in any activity or behaviour which is likely to bring the College into disrepute. Illegal acts on or near College may also constitute offences under these College Regulations for students.

6. Candidates for the PhD or MPhil degrees are required by the University College regulations to give conditional authority for their thesis or dissertation to be made available for public reference. Candidates who wish to retain personally, for a limited period, the sole right to grant permission to consult, borrow or copy their work must obtain the agreement of their supervisor and the appropriate College Graduate School Committee. Approval will be given only in special circumstances and for a period not exceeding two years. Acceptance of a place as a research student at the College is deemed to imply acceptance of these conditions.
7. Undergraduates must inform their Senior Tutor and postgraduates their Postgraduate Tutor if they are absent from College for more than three days during term. If the absence is due to illness a medical certificate must be produced after seven days. If an examination is missed on account of illness a medical certificate must be produced immediately.

8. A student who contracts an infectious or contagious disease may be required to present a medical certificate acceptable to the College Health Service, indicating freedom from infection, before resuming attendance at the College.

9. The College may require a student to be assessed by the College Health Service, or other appropriate medical practitioner approved by the Health Service, if there is reason to believe that the student’s state of health makes him/her unable to pursue his/her studies, or causes disruption to other members of the College, or causes or has the potential to cause harm to him/herself or others. If the medical assessment confirms that it is not in the interests of the student or the College that the student should continue his/her programme of study the Head of Department shall consult the College Tutors and, taking into account their advice, may suspend the student until he/she is fit to continue his/her studies or require the student to withdraw from the College. A student who refuses to undergo assessment may be suspended until such time as a medical practitioner acceptable both to the student and the College has assessed the student and confirmed in writing that the student is fit to resume study.

A student who is required to withdraw has the right to appeal against the withdrawal decision but not against the results of the medical assessment on which the decision is based. The student may, however, request that a second medical assessment be obtained from a medical practitioner approved by the College Health Service. The responsibility for hearing and deciding upon appeals is vested in the Senate and is delegated by the Senate to Appeal Committees, whose decisions are final.

A student who is suspended will be regarded has having taken an interruption of studies, and will be required to provide medical evidence as to fitness to return to study in accordance with the conditions attached to the granting of interruption of studies.

10. No work involving ionising radiation may be carried out in any part of the College except in accordance with the current edition of the Imperial College Local Rules for Safe Working Practices with Ionising Radiation (Second Edition Spring 1991).

11. Students who make use of University or College Computing facilities are required to familiarise themselves with and to abide by the current edition of the Imperial College Information Systems Security Policy and Codes of Practice and Guidelines.

12. Computer misuse will be regarded as a serious offence and will be dealt with under the College Disciplinary Procedure or, where appropriate, under the provisions of the Computer Misuse Act 1990.

13. Students who are authorised, as part of their studies, to make use of ‘data’ and ‘personal data’ as defined under the Data Protection Act 1998 are required to familiarise
themselves with, and to observe the provisions of, the Act. Further details are available from the College Data Protection Officer.

14. All students must familiarise themselves and comply with the College's Student Intellectual Property Policy.

15. Students must ensure that their personal data on student e-service is kept up to date at all times including any notification to the Academic Registrar of any change in their home or lodgings term time address or their emergency contact details.

16. Where a student has a pre-existing relationship, or develops a relationship during the course of study, with a member of staff such that there is a potential conflict of interest, especially with regard to the student’s assessment, the student and member of staff must declare this in confidence to the Head of Department at the start of the course of study or at the point at which the relationship has started if this is during the course.
The Financial Management Report is commercially confidential and therefore is not included with these minutes.
The Development Update contains information which is commercially confidential and therefore is not included with these minutes.
HEALTH AND SAFETY

1. We have had two near-misses reported in the last period, both at South Kensington. The first related to a small piece of render spalling from the face of the Skempton Building due to structural works being undertaken internally. The second was a lorry hitting a scaffold structure as the driver was misinformed about the height of his vehicle. We have reminded our contractors to be extra vigilant and to cordon off external areas adjacent to structural works being undertaken.

PROJECTS APPROVED AND UNDER CONSTRUCTION

SOUTH EAST QUADRANT 1ST PHASE (£76M)

2. **Mechanical Engineering Levels 0 & 1.** Labs are now largely either occupied or in the process of decanting. We will be installing some additional pressure relief dampers in two labs as an additional safeguard should the pressure management break down through control malfunction.

BLOCK ‘L’ (£74M)

3. Officially opened and very positive feedback has been received from the occupants. This project was occupied on time and delivered under budget. We await feedback on the Biobank bid; the basement remains unoccupied.

ICT DATA CENTRE WORKS (£1.45M)

4. Additional ventilation has been installed and tested in anger during a brief hot spell prior to the rainy season. Controls are being finalised.

ACEX LEVEL 5 FOR BUSINESS SCHOOL (£5.8M)

5. This project is progressing well with the main structural elements completed and now in a fit out phase. The new shingle covered addition to ACEX looks very smart and will be even better once the over-cladding is completed beneath it later this year. Some additional cost circa £300k was authorised to deal with disruption mitigation and some delay due to a greater than anticipated impact of noise on the Aeronautics department.
MECHANICAL ENGINEERING ANNEX OVER-CLADDING (1.2M)

6. The cladding is complete and remaining works are to enhance the light-well and railings which will be completed very shortly. The transformation is there to be seen and we have received many compliments. We have also improved the thermal insulation of the building considerably.

ACE EXTENSION OVER-CLADDING (£1.7M)

7. Once again the effect is transformational with the first phase complete and the second phase will be completed in September. The new entranceway to L2 annex is underway with the demolition of the old concrete canopy now completed.

AERONAUTICAL AND MECHANICAL ENGINEERING PROJECT (AMP) (£11.4M)

8. Works on site for Phase 1 generally on programme and demolition is underway to open up the link between the Skempton and Mechanical Engineering buildings. Future work is dependent upon decants within Mech Eng and relocation of Centre for Environmental Policy (CEP) unit later this year. Stage D design of Phases 2-4 commenced 15th May.

COMMONWEALTH REFURBISHMENT OF LEVEL 3 (£5.2M)

9. Parkeray have been appointed to commence this project in July and this will be completed in June 2012.

PROJECTS IN PRE-CONSTRUCTION

CHEMISTRY IN THE CLINIC

10. On hold awaiting resolution of location and space issues.

NEPTUNE BUILDING (PROJECT FOR MRC IN TRUST SPACE)

11. Design has been completed to Stage E and handed to the MRC. Negotiations on the lease are ongoing.

BLACKETT – NEW PHYSICS IN EXTREME CONDITIONS (£0.97M)

12. Works have commenced on site and are due for completion in September.
WILSON HOUSE

13. A planning application is to be made for refurbishment of Wilson House together with a new build on the site of the existing sports hall and squash courts. An opportunity to build both simultaneously is being developed but is dependent on pre-application discussions with Westminster which have yet to take place. Tenders have been received as part of a two stage process and appointment is due 29th June to ensure that the target of 2013 Autumn term is achieved.

SHERFIELD LEVEL 0

14. The process of establishing a brief with an appointed advisory board is underway and the target is to have this established at the end of June. Application for design fees will be made to the Capital Expenditure Review Committee (CERC) in July.

ST MARY’S LIBRARY (£3M)

15. Design is underway for this refurbishment and a cooling strategy is being developed. Work is anticipated to commence in July for completion in April 2013.

COLLEGE FUND PROJECTS

WOODLANE STUDIOS

16. ISG are struggling with their cladding contractor and have suffered from delays in curing of floor screeds. As a result the project handover has been delayed to 10th August with first occupants booked for 1st September. It is extremely tight and it is likely that one block and the ground floor will be made available for the first tenants with the remainder following in time for the occupants moving in a month later. Pressure is being brought to bear on the contractor to do everything possible to achieve the handover. The operator will have to work in a difficult environment for the first few weeks to ensure the first occupants have a good experience.

FRAMEWORK RENEWAL

17. As reported last time the framework renewal has been put on hold pending the arrival of the new COO.

S M Richardson
S P Howe
A Note by the Rector

CHIEF OPERATIONS OFFICER

Mr Simon HARDING-ROOTS, formerly Head of Real Estate UK, Treasury Holdings Group (THG), has been appointed to the post of Chief Operations Officer, with effect from 1 July 2012.

PROFESSORS

Professor Luis Aragon ALCAIDE, has been appointed on a part time basis to the post of Professor of Genetics, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 April 2012, for a period of three years.

Professor David CARLING, currently Group Leader in the MRC Clinical Sciences Centre, Institute of Clinical Sciences, Faculty of Medicine, has been appointed on a part time basis to the post of Professor of Biochemistry, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 April 2012, for a period of three years.

Dr Rama CONT, currently Associate Professor, Operations Research and Director, Centre for Financial Engineering, Columbia University, New York and Senior Research Scientist (Directeur de recherche CNRS), Laboratoire de Probabilities, Universite de Paris VI, has been appointed to the post of Chair in Mathematical Finance, Department of Mathematics, Faculty of Natural Sciences, with effect from 1 September 2012.

Professor Niall DILLON, currently Head of the Gene Regulation and Chromatin Group, MRC Clinical Sciences Centre, Institute of Clinical Science, Faculty of Medicine, has been appointed on a part time basis to the post of Professor of Molecular Genetics, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 April 2012, for a period of three years.

Professor Roger GUNN, currently Chief Scientific Officer, Imanova Limited, has been appointed on a part time basis to the post of Professor of Molecular Neuroimaging, Department of Medicine, Faculty of Medicine, with effect from 1 June 2012, for a period of one year.

Professor Alan Francis HEAVENS, has been appointed to the post of Chair in Astrostatistics, Department of Physics, Faculty of Natural Sciences, with effect from 5 June 2012.
Professor Matthias MERKENSCHLAGER, MRC Scientist and joint group Head of the Lymphocyte Development Group, MRC Clinical Sciences Centre, Institute of Clinical Sciences, Faculty of Medicine, has been appointed on a part time basis to the post of Professor of Cell Biology, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 April 2012, for a period of three years.

Professor Ana POMBO, currently Chair of Integrative Biology Section, MRC Clinical Sciences Centre, Institute of Clinical Sciences, Faculty of Medicine, has been appointed on a part time basis to the post of Professor of Cell Biology, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 April 2012, for a period of three years.

Professor Sebastian Johannes VAN STRIEN, has been appointed to the post of Chair in Dynamical Systems, Department of Mathematics, Faculty of Natural Sciences, with effect from 1 May 2012.

READERS

Dr Jesus GIL, has been appointed on a part time basis to the post of Reader in Cell Proliferation, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 April 2012, for a period of three years.

VISITING PROFESSORS

Dr Jozsef BARANYI, currently Head of Computational Microbiology Research, Institute of Food Research, Norwich, has been offered an association with the College as Visiting Professor in the Department of Physics, Faculty of Natural Sciences, with effect from 1 June 2012, for a period of one year.

Dr Philip Alan (Phil) BLAND, previously Reader, Imperial College London, has been offered an association with the College as Visiting Professor in the Department of Earth Science and Engineering, Faculty of Engineering, with effect from 1 May 2012, for a period of two years.

Dr Lionel John CLARKE, previously Biodomain Global Strategic Manager, Shell Global Solutions, has been offered an association with the College as Visiting Professor in the Department of Bioengineering, Faculty of Engineering, with effect from 1 May 2012, for a period of three years.

Professor Mark DOWSETT, previously at Warwick University, has been offered an association with the College as Visiting Professor in the Department of Materials, Faculty of Engineering, with effect from 1 May 2012, for a period of two years.

Professor Anthony David (David) EDWARDS FMedSci, has been offered an association with the College as Visiting Professor in the Division of Brain Science, Department of Medicine, Faculty of Medicine, with effect from 1 May 2012.
Dr Androulla EFSTRATIOU, has been offered an association with the College as Visiting Professor in the Department of Medicine, Faculty of Medicine, with effect from 16 May 2012.

Professor Anthony WAAS, has been offered an association with the College as Visiting Professor in the Department of Aeronautics, Faculty of Engineering, with effect from 1 June 2012.

Professor George Stephen YIP, currently Professor of Management and Co Director, Centre on China Innovation, China Europe International Business School, has accepted an association with the College as Visiting Professor at the Imperial College Business School, with effect from 1 June 2012 for a period of one year.

RESIGNATIONS

Mr Robert Dale (Bob) CUMMINS, Faculty Operating Officer, Faculty of Natural Sciences, resigned with effect from 12 May 2012.

Professor Tracy HUSSELL, Professor of Inflammatory Disease, National Heart and Lung Institute, Faculty of Medicine, resigned with effect from 3 June 2012, to take up an appointment as Director of the Manchester Collaborative Centre for Inflammation Research, University of Manchester. Following her resignation Professor Hussell will continue her association with the College as Visiting Professor for a period of three years.

Professor Robert Jack MACCULLOCH, Chair in Economics, Imperial College Business School, resigned with effect from 31 May 2012. Following his resignation Professor MacCulloch will continue his association with the College as Visiting Professor, Imperial College Business School, with effect from 1 June 2012, for a period of one year.

Dr Katayoun (Katy) REZVANI, Reader in Haemato-oncology and Stem Cell Transplantation, Centre for Haematology, Department of Medicine, Faculty of Medicine, resigned with effect from 31 May 2012.

Professor Sylvia RICHARDSON, Chair in Biostatistics, School of Public Health, Faculty of Medicine, resigned with effect from 31 May 2012 to take up an appointment as Research Professor, University of Cambridge. Following her resignation Professor Richardson will continue her association with the College as Visiting Researcher, School of Public Health, Faculty of Medicine, with effect from 1 June 2012, for a period of one year.
1. The Senate met on 2 May and 20 June 2012. The Minutes of the meeting of the Senate held on 2 May are attached along with an Executive Summary of the meeting held on 20 June. The full Minutes of the 20 June meeting are not yet available.\(^1\)

2. The following points are drawn to the attention of the Council:

**MAY MEETING:**

3. **Minute 1625(5) - Routine and Periodic Review of Master’s Programmes**
   
a. The Senate was informed that the Quality Assurance Advisory Committee (QAAC), in consultation with the Graduate School, had reviewed the routine review procedures for Master’s courses and had agreed that the Graduate School’s current internal review procedure should be replaced by an annual monitoring process. External examiners’ reports and a summary of course modifications would form part of the annual monitoring procedure. The Graduate School’s Master’s Quality Committees would consider the annual monitoring reports each spring.

b. New Master’s courses would also undergo a more in-depth review in their second or third year of operation (as is the case for undergraduate courses). Details of this second stage review, and a full annual monitoring procedure, would be developed in due course.

c. The procedures for the periodic review of Master’s programmes had also been revised. The Senate approved a revised periodic review procedure, which where possible mirrors the undergraduate periodic review procedure, with immediate effect.

4. **Minute 1628(6) - Code of Practice for MRes Courses and MRes Precepts.** The Senate endorsed a Code of Practice for MRes courses and MRes Precepts, developed by the Graduate School Master’s Quality Committees. Both documents will take effect from 2013-14 to allow Departments a period to change their existing practices as appropriate in line with these.

**JUNE MEETING:**

5. **Amendment to Regulations for Students.** The Senate agreed to recommend to Council the addition of a new regulation to the Regulations for Students to cover 

---

1. The Minutes of Senate Meetings are published separately.
relationships between students and staff that could impact on the integrity of a student’s academic assessment. Please see Paper I for further information.

6. **National Student Survey.** The Senate was informed that the National Student Survey (NSS) had closed on 30 April 2012. The College’s participation rate in the survey was 72%, an increase of 8% on the previous year. The results of the NSS would be published in the summer. Institutions would be able to preview their own results in August before the general release of all results in September.

7. **Co-Curricular Programme 2012-13.** The Senate received an update on the co-curricular programme – *Imperial Horizons* - to be introduced in 2012-13. It was reported that in 2012-13 the programme would be a non-compulsory option available to all first year undergraduates. In future years, the goal was to provide every undergraduate (aside from those in the clinical years in Medicine) with a co-curricular education throughout their time at Imperial.

8. **Student Charter: Our Principles.** The Senate approved a Student Charter for the College, entitled *Our Principles*, to be launched during summer 2012. The Senate noted that the *Principles* document was not a legal contract but rather an easily accessible, concise source of information and a clear display of staff, student and Imperial College Union collaboration. The *Principles* defined the guiding principles of the College community and covered all students, both undergraduate and postgraduate.

9. **Cohort Building and Support for Research Students**

   a. The Senate endorsed a proposal from the Graduate School concerning cohort building and support for research students to enhance their student experience at the College. The premise of the proposal was that all postgraduate research students should be organised into Centre for Doctoral Training (CDT)-style cohorts. Cohorts could be discipline specific or interdisciplinary. While the Graduate School would suggest models for cohort building, implementation would be left to individual Departments.

   b. The Senate heard that the proposal had been formulated to fulfil the need to provide students with the ability to form cohorts, to help students with their professional and personal development and to ensure that all students were pastorally supported. There would no longer be a requirement for all research students to have an academic mentor, although Departments could continue with this arrangement if they wished. The Centre for Environmental Policy had agreed to pilot the cohort building scheme in 2012-13.

N.W
THE UNION

1. When I entered my role there were several areas of concern: an unsatisfactory report from the College auditors; vacancies within the Senior Management Team; a year-on-year trend of posting budget deficits; a year-on-year trend of loss-making Summer Balls (with the 2011 ball making a loss exceeding £100,000) and a study body that appeared dissatisfied with their student experience.

INSTITUTIONAL AUDIT

2. Since the Audit which highlighted issues we have implemented all recommendations. This includes a thorough and detailed Finance Manual, greater advice for Clubs and Societies and more frequent stock checks.

SENIOR MANAGEMENT TEAM (SMT)

3. During my term we have seen a turnover of 50% of the SMT. Joseph Cooper, the new General Manager, started his role in November 2011; Matthew Bowman, the new Commercial Services Manager, started in January 2012 and Malcolm Martin, the new Finance Manager, started in June 2012. I am remarkably confident that these members will only enhance the functioning of the Union and I am proud to leave behind a complete, confident and skilled team.

BUDGET DEFICIT

4. The Union sits in a very weak financial position after posting several years of successive deficits. However I am proud to be able to announce that, at the end of this year, we will have a budget surplus. This money has been earmarked in two places; one part will begin to reduce the accumulated debt and the other part will be used to increase the services that the Union delivers.

5. The commitment to increasing services, which includes a focus on Volunteering, a provision for more activities at the other campuses and greater support for clubs, societies and projects, is only possible due to an increased provision from the College (should the budget be accepted) and decreased direct funding to societies (10% this year). I would like to note thanks to the College for providing the first increase in our subvention funding since 2008, which I see as a positive sign of recognition of the difficult times the Union has faced and will continue to face.

SUMMER BALL

6. The 2012 Summer Ball has been a real baptism of fire for both the new General and Commercial Services Managers. Due to the huge failings of last year’s events the Trustee Board
was insistent upon a thorough and detailed plan, including mechanisms for risk mitigation and measurable targets.

7. This plan appeared to work, delivering a very successful event. A survey of participants displayed an 80% satisfaction rate at time of writing. It is also anticipated that, for the first time in over 5 years, the Summer Ball will not make a loss. At the time of meeting I should be able to confirm this.

**STUDENT EXPERIENCE**

8. **NSS:** Though the results for the National Student Survey are not in, the Union assisted greatly in providing the largest turnout for Imperial College to date. We also created a campaign which focused on the core areas of success in the NSS: Not being neutral, providing detailed comments and reviewing the entire degree, not the final year. We also produced the NSS Response, which has widely been welcomed as one of the most informative and useful publications of the Union so far. The document has been so widely read that even candidates for the roles of Head of Co-Curricular Studies and Pro-Rector (Education) had printed copies! The response is also supported with interactive analysis of the results on the Union website, which has historical data too, and which will be updated when the 2012 data is available.

9. **Representation Week:** The Union also hosted a Representation Week to emphasise the importance of this part of the Union; especially as it can often seem to be overshadowed by Clubs, Societies and Projects. The week also saw the launch of the “You Said, We Did” campaign which was widely welcomed by Departments.

10. **Rectors Away Day:** An invitation was extended to me and 5 members of the student body to attend the Rectors Away Day in October. This opportunity was enjoyed by the students involved, who relished the opportunity to feel like they could have impact in high-level discussions, as well as the Union. I feel it is also fair to say that members of staff also appreciated the student involvement, as one group was rather vocal about their disappointment at not having a student member.

**IMPACT REPORT**

11. Utilising some of the money saved from not printing the Annual Report, the Union has created an Impact Report, which will hopefully become an annually published document. Copies of the Impact Report will be presented to the Council and it can be viewed online, through the Union Website.

**CLUBS, SOCIETIES AND PROJECTS**

12. Continuing the trend that started when club memberships went online, the Union can report another year of increased participation in and memberships of Clubs, Societies and Projects.

13. We are also extending our data analysing capacities to analyse trends within the membership composition. One recent discovery is EU Students having a greater participation rate than UK and Overseas Students in the Postgraduate Taught community.
It is anticipated that understanding the participation statistics will allow more considered resource allocation and facilitate a more strategic approach to services if the student make-up changes.

14. As stated above, the CSPs have received a reduction in direct funding in order to help fund an expansion of the services that assist them. Alongside reductions in Sport Imperial funding, through redistribution, we may see some clubs struggle. Though it is hoped that brighter economic prospects will increase sponsorship opportunities there may be questions to ask in the future as to whether we can maintain the current standard of the CSPs without a significant increase in financial resources.

15. The potential loss of Sports facilities at Wilson House has created some logistical issues; especially the prospect of temporary housing of sports like archery, which have a large amount of equipment. It is anticipated that the long-term vision of Imperial West will fulfil the requirements of those who use this space, however this will probably exceed the average “University duration” of a student.

16. It should also be noted that a significant user of this space are overseas societies sports groups, who are not permitted to use Ethos.

**BURSARY SURVEY**

17. For the second year running the Union, with the support of Registry, conducted the Bursary Survey. The participation rate was a highly impressive, reaching 53% (865 participants). The data has been tremendously useful and I am pleased to say that the resulting recommendations, which were incorporated into a dynamic model by the Fees, Financial Aid and Access Agreement Working Group, have been accepted by the Management Board.

18. The Bursary Survey continues to be a great example of where the Union and the College can work successfully together.

**ELECTIONS**

19. The Union elections achieved an increased turnout on last year, seeing 58% of Undergraduates and 19% of Postgraduates casting a vote. The cumulative figure was 41%, the second highest in the UK.

**STUDENT HUBS**

20. In December the Union formed a strategic partnership with an external charity called Student Hubs. They provide support for student participation in five key areas: Ethical Careers, Environment & Sustainability, Social Enterprise, International Development and Social Action.

21. Due to the partnership with Student Hubs we have been able to submit a bid for £25,000 of funding from HEFCE and UnLtd to increase the number/facilitate social enterprise opportunities for students, and staff, at the College. The money, if the bid is successful, will be provided as seed funding for ideas and is available for one year only. The project has seen the Union, Student Hubs, the Business School and Imperial Innovations works together to provide a rigorous plan that will
enhance the available resources for all members of the Imperial Community whether the big is successful or not.

CONSULTATIONS

22. The Union has submitted multiple consultation documents throughout the year, including responses to the HE White Paper, the Higher Education Commission’s review of PG Education and the UCAS Admissions proposals. At one stage we were asked to provide the House of Lords STEM inquiry with a briefing note – certainly a first for the Union.

POINTS OF CONSIDERATION

23. As this is the only opportunity the Union has to formally address the Council, I felt it was fitting to also provide some “Points of Consideration,” that is, areas which I feel greater strategic thought should be given in the future.

24. **Appointment of the new Pro-Rector (Education):**

   a. It was disappointing for the Union not to be involved in the selection process of the new Pro-Rector (Education). Though we greatly approve of the appointment of Professor Humphris, and wish to extend congratulations to her, we do feel that our participation should have been sought in light of the importance of the role to students.

   b. It was also clear that several candidates expect our participation too; with the Deputy President (Education) and I being approached by a few of them during the process as they felt the Union was a body they should have interaction with.

25. **Sabbatical Officer Development:**

   a. Through the Aldwych Group, the Unions of the Russell Group, I get to interact with many of my counterparts. We discuss our involvement in bodies similar to Council and the interactions we have with senior members of the University. What I found startling when I had these discussions, almost a year ago, is the difference between Imperial College and most of the Russell Group Universities in relation to the support provided to Sabbatical Officers.

   b. It appears to be standard practice to send any Sabbaticals who act as “governor” or “trustee” of the University on a course to help them understand their roles and responsibilities. Furthermore, most of my counterparts have been sponsored to attend leadership conferences and workshops to ensure they have the skillsets required to deliver successfully on their role.

   c. Supporting the Sabbaticals to develop relevant skills is a mutually beneficial activity. More effective Sabbaticals provide greater assistance to the University and in turn enhance the image of the Union. The better the Unions image, the greater the faith in its effectiveness and the more understanding the student body possesses of the positive changes the College has made.

26. **Statistics and Student Data**
a. I would strongly recommend that the College looks into what data we have relating to students and how this might be analysed and used more beneficially. What I have noticed during my term is that multiple areas of the College, such as Commercial Services, collect data through surveys where information already exists in one form or another. Why should we duplicate data sets and why should data from be limited to a division/department?

b. What we appear to be lacking is a central repository where all data sets can be stored for universal use throughout the College. Furthermore, we appear not to have designed systems to automatically interpret and track information. It took concern lodged by the Union in relation to the failure rates of certain Departments at Senate to discover that (1) the information displayed was not formatted correctly and (2) that many of the Departments had higher failure cumulative failure rates the year before but nobody had flagged them up.

c. An intelligent and strategic approach to data handling could save time and money, reduce surveying of students and provide insights that can allow for more dynamic approaches to new situations.

27. Harlington Sports Grounds:

a. Paper I in the February Council discussed the Harlington Trust, which all members of the Governing Body are trustees of.

b. The Management Board recently passed a ‘Sports Strategy’ which details a target to provide a consolidated sports ground instead of the two we currently use in Harlington and Teddington. For this plan to be realised, the two grounds would be sold.

c. I wish to encourage the Council to remember, when such discussions arise, that the Harlington Grounds were purchased by the College on a bare trust for the benefit of the Student Body as the Student Union, being an incorporated association, could not by the land itself. As such, I believe that the funds from any sale of Harlington should be given to the Harlington Trust Fund, and not Commercial Services, so that the Trustees can decide what is done with any proceeds in order to ensure they are used in the best interest of the Student Body.

28. Sport Imperial:

a. It continually confuses me as to why we have two bodies within the College providing funding to athletic and recreational societies – the Union and Sport Imperial. Though we greatly appreciate the funding that Sport Imperial provides for societies, it ensures that many of the Sports societies can actually compete, it does provide a logistical issue when deciding what a ‘fair’ allocation for society is. As well as this, it astounds me as to how many ‘Sports Development’ staff Sport Imperial have, considering that they outnumber the staff that the Union has to support all 300 Clubs, Societies and Projects.

b. I believe that this provision of the College should be assessed to ensure there is less duplication and to make sure the relationship between the Union and Sport Imperial is symbiotic. Furthermore I believe that the College needs to work towards developing more support for the Arts.
29. **Education Strategy:** Though I am certain that this will be a task high on the list for the incoming Pro-Rector (Education) I thought I should highlight the clear requirement for an Education Strategy. It concerns me that we discuss the potential of building new halls of residence and College facilities but do not have a clear idea of what types of students will occupy either. Multiple questions arise, such as: Will the Education of students in 2020 require more lecture theatres or more tutorial rooms? Do we need computer suites in every Department? Should cross-department topics be delivered to mixed cohorts; and if so, do we need bigger lecture theatres? Should lecture slots be 1 hour?

30. **Internationalisation Strategy:**

a. I also believe we should support an Education Strategy with an Internationalisation Strategy which outlines how we intend to internationalise students. Our greatest strength is offering students the opportunity to study in a multicultural and diverse community. If utilised correctly we can dispatch students into the workplace with deep understandings of different cultures and the different markets of the World making them not only valuable in terms of intelligence but also experience.

b. Alongside this, I feel it would be beneficial to assess where the “Year Abroad” programmes send students. With the majority being “Year in Europe” are we providing students with the best opportunity to develop?

31. I would finally like to thank all members of the Council for providing an exciting and interesting year. Your support has been invaluable and I have enjoyed the opportunity to work with you all.

Scott Heath  
ICU President  
July 2012