MINUTES OF THE PROCEEDINGS

at the

Twenty-second Meeting of the

COUNCIL

of the

IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Twenty-second 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, 15th July 2011, when there were present:

The Lord Kerr of Kinlochard (Chairman), Professor D.K.H. Begg, Mr. I. Conn, Mrs. P. Couttie, Professor M.J. Dallman, Mr. P. Dilley, Professor Dame Julia Higgins, Mr. A. Kendall, Professor J. Kramer, Professor J. Magee, the Baroness Manningham-Buller, Professor Sir Anthony Newman Taylor, Mr. J. Newsum, Mr. S. Newton, Ms. K. Owen, Professor S.M. Richardson, the Lord Tugendhat and the Rector and the Clerk to the Court and Council.

Apologies:

Ms. J.R. Lomax.

In attendance:

The Imperial College Union President Elect, the Director of Finance and Acting Chief Financial Officer, the Chief Executive Officer of the College Fund (for Minutes 27 - 36 only) and the Assistant Clerk to the Court and Council.

WELCOME

On behalf of the Council, the Chairman welcomed Mr. Philip Dilley to his first Meeting as a member of the Council. The Chairman also welcomed the President Elect of the Imperial College Union, Mr. Scott Heath, to his first Meeting of the Council

MINUTES

Council – 13th May 2011

1. The Minutes of the twentieth Meeting of the Council, held on Friday, 13th May 2011 were taken as read, confirmed and signed.
MATTERS ARISING

UKCMRI (Minute 20 refers).

2. Professor Dallman noted that the Minutes included a statement that the UKCMRI Joint Venture Agreement gave exclusive rights to Cancer Research UK for the exploitation of all cancer-related IP. She clarified that this exclusive agreement was for the first five years only.


3. The Clerk, Dr. Eastwood, reminded members that the College's draft Access Agreement with the Office for Fair Access (OFFA) had been submitted in April and that the College’s draft Agreement had not included specific access targets, but instead concentrated on the College’s investment in Outreach activities and the generous bursary and fee waiver provisions the College was proposing to implement. He also reminded members that an institution's ability to charge fees in excess of £6,000 for Home and EU undergraduate students from 2012 onwards was dependent on its Access Agreement being agreed annually with OFFA.

4. Dr. Eastwood advised that OFFA had contacted the College in June to discuss the draft Agreement. OFFA had noted that the College’s Agreement was ‘unusual’ and had asked the College to consider including some more challenging targets in its Agreement. After further discussion with OFFA, it had been agreed to include two additional targets in the College's Access Agreement. These were:

   a. By 2016-17, a 20% increase in the percentage of Home new entrants who accept an offer of a place, who meet the College’s entrance standards and who have benefitted from participation in the College’s outreach programme.

   b. Also by 2016-17, a similar increase in the percentage of Outreach participants with known destinations who go on to study at a selective university (other than Imperial).

5. Although challenging, Dr. Eastwood felt that these additional targets were reasonable. Importantly, they did not alter the fundamental principles which had previously been discussed with the Council; there was no requirement to change the College's admissions profile and there would be no diminution in the College’s entry requirements. However, a lot of work would still be required of the College in the coming year if it was to be able to meet these targets and the other commitments on Outreach it had made in the Access Agreement.

6. Turning to the sector as a whole, Dr Eastwood said that OFFA had been able to reach an agreement with every institution before its deadline of 12 July. Contrary to the Government’s original expectations, every university would be charging more than £6,000 for at least some of its courses and therefore had to have an Access Agreement with OFFA. OFFA had also analysed the fee levels being charged by institutions and the levels of financial support available to determine the average fee cost to students and had published comparative statistics on its website. The estimated average fee cost per student at Imperial after allowing for financial support would be £7,503 per annum. This
was the lowest in the Russell Group (Cambridge: £8,304; Oxford: £7,549; UCL: £8,255), and was also lower than the sector average of £7,793.

7. The Imperial College Union President, Mr. Kendall, said that the *Guardian* had recently published a league table of universities based on the level of financial assistance they provided. Imperial was 37th in this table, but he expected it to move up on the basis of the new access agreements, which had now been published by OFFA.

8. The Chairman reminded members that they had anticipated that OFFA would not accept the College’s Access Agreement as written and that it would push hard for some stiffer targets to be agreed. In the event, he believed the outcome was very good and certainly better than had been feared. He was particularly pleased that the College was not being required to compromise its entry standards and that the targets that had been agreed were primarily concerned with stimulating more applicants from the College’s Outreach activities, rather than the admission of students. On behalf of the Council the Chairman congratulated the Clerk and the other members of the working group which had put together the College’s draft Agreement. Finally, the Chairman said that he was sure that the inclusion of the Students’ Union President on this group and the key role the Union had played in the development of the College’s financial aid package had been decisive in persuading OFFA to accept Imperial’s Access Agreement, which he acknowledged was very different to those submitted by most other universities.

**Imperial West Update (Minutes 37 – 54 refer) (Paper A)**

9. The Chairman reminded members that there had been an extended discussion about the development arrangements for Imperial West at the last Meeting, from which it had become clear that the governance arrangements for this major project needed to be clarified. In the period since the last Meeting the Rector and the Chairman of the College Fund Board had given further thought to this issue and the Chairman asked the Rector to present Paper A and to report back to members on the outcome of his and Mr. Newton’s deliberations.

10. The Rector introduced Paper A and then gave members a supplementary presentation on his and Mr. Newton’s proposals for the future management and governance of Imperial West, a copy of which is attached at Annex A to these Minutes. The main feature of the proposals was the establishment of the Imperial West Syndicate, to be chaired by Mr. Jeremy Newsum and including representation from the College and the College Fund. It was intended that the Syndicate would operate on the basis of consensus decision-making, with Mr. Newsum, the Rector and Mr. Newton all having a right of veto on any issue. In the event that the Syndicate was unable to reach a consensus decision, the matter would be referred to the Council for final resolution. It was proposed that the Syndicate would start immediately (indeed, the Rector acknowledged that it had already held a preliminary meeting), and that it would provide regular progress reports to the Council.

11. Mr. Newton endorsed the Rector’s presentation and said that the College Fund did not have the capacity to deal with the complex combination of significant academic and commercial issues involved in the Woodlands development. He believed that this proposal would provide a way of managing both sides of the project appropriately, while also providing the College with the flexibility to act quickly and decisively when required. He noted that this ability to act swiftly had secured Woodlands for the College and could well
be key to its successful development. The Chairman also welcomed these proposals, which he believed would provide for more transparent governance of this important project.

Resolved:

That the Membership and Terms of Reference of the Imperial West Syndicate, as set out in the Rector’s Presentation (attached at Annex A to these Minutes), be approved.

RECTOR’S BUSINESS

Staff Matters (Paper B)

12. Paper B was received for information.

Rector’s Report

13. Opening his report, the Rector reminded members that the College would be making a number of senior staff appointments in the coming months. The interviews for the position of Chief Financial Officer had just been held and he was pleased to say that the College would be making an offer to the preferred candidate. An advertisement had also been placed for the position of Principal of the Faculty of Medicine, although in this case the Rector said that it might take up to a year to find and secure the best candidate for this important position. Finally, he reminded members that the Clerk and College Secretary, Dr. Eastwood, would be retiring in the spring. He anticipated that advertisements for this position would be placed in September.

Imperial College Healthcare NHS Trust

14. The Rector reminded members of the important relationship between the College and the Imperial College Healthcare NHS Trust. Although the two organisations were distinct and separate, the Trust shared the College’s name and, he said, reputational risks for the College could arise from the financial and budgetary problems within the NHS and their possible affect on the Trust. There were also reputational risks for the College from the operation of the Academic Health Sciences Centre (AHSC) arising from the recent changes in its management following the resignation of Professor Smith as the Principal of the Faculty of Medicine and as the CEO of the Trust. While he believed that these risks were being managed appropriately and effectively, he thought it was important that the Council was aware of these risks and of the actions being taken to ameliorate them. Taking the latter risk first, the Rector said that the recent appointment of Professor the Lord Darzi as the interim Chairman of the AHSC had had a very positive effect, had served to demonstrate the College’s commitment to the AHSC and had also boosted confidence externally in the AHSC itself and its future development. Lord Darzi had already started to formulate some exciting ideas for the development of the AHSC and the Rector hoped that he would be able to present these to the Council in due course.

15. Turning to the financial risks, the Rector noted that the budgets for NHS Trusts were coming under severe pressure, particularly so in London. While the College was not liable for the Trust’s finances or any deficits, there could nevertheless still be a significant impact
on the College from these budget restrictions. Because a number of medical staff were appointed jointly by the Trust and College, any redundancies within the Trust could have an immediate impact on staff positions in the Faculty of Medicine. In these cases the College would either have to find alternative sources of funding for these staff or, in extreme cases, it might have to let these staff go. At the moment, the level of risk was unquantifiable, but the Rector said that the close working relationship between the Trust and the College meant that the College should be kept informed of the Trust’s plans and would be aware of any restructuring proposals.

16. Professor Sir Anthony Newman Taylor said that this was a period of considerable uncertainty for the NHS. Historically NHS costs had risen by an average of 4% a year, while demand had also risen by a similar level annually. Taken together this increase in demand and cost inflation had resulted in the need for significant annual increases in funding. However, for the next four years, funding for the NHS would remain flat. This would not be sustainable without a substantial restructuring of the NHS. Sir Anthony went on to say that he had a very good working relationship with the Acting Chief Executive of the Trust, Mark Davies, and he met regularly with the Trust’s senior management team. Furthermore, several members of the College were independent members of the Trust Board. All of this meant communication between the College and the Trust on these and other issues was good. It was therefore likely that the College would be informed in good time of any restructuring proposals in the Trust and would be able to take action to minimise the impact on the College. More positively, Sir Anthony reminded members of the considerable benefits of the College’s and the Trust’s close relationship through the AHSC. The College and the Trust were collaborating on the bid for the Trust’s continued status as a Biomedical Research Centre, which would provide research funding of £120M. These benefits demonstrated the continuing importance of the AHSC for the College, despite the increased reputational risks which had been outlined by the Rector.

17. Lord Tugendhat, who was also the Chair of the Trust Board, advised the Council that the Trust’s annual income had been reduced by £100M (out of a budget of £900M) and said that the Trust was faced with a 13% gap between its funding requirements and its budget; this would result in its recording a deficit this year. Furthermore, while the other NHS trusts in London were faced with cutbacks at a similar level, because the Imperial College Healthcare NHS Trust was the largest single Trust in London, it would inevitably attract more publicity and its budget deficit would come under closer scrutiny from the press than the other trusts. Although the NHS funding constraints would create problems for the Trust, Lord Tugendhat said that the appointment of Mark Davies as CEO was a positive move for the Trust. Mr. Davies had been the joint CEO of the precursor trusts before their merger and had overseen the merger which created the Imperial College Healthcare NHS Trust. He not only had an excellent record within the NHS, but he had a very good understanding of the Trust and its hospitals.

18. The Chairman reminded members that the Trust and the College were distinct entities and he confirmed again that the College did not, and would not, have any financial responsibility for the Trust. Nevertheless, the financial constraints on the Trust could have indirect financial consequences for the College, particularly in relation to staff members with joint appointments. Similarly, the national focus on the impact of the Government’s proposed NHS reforms, and the Trust’s position as one of the largest trusts in the Country, could also have an indirect impact on the College’s reputation because of the shared name. Although there was little the Council could do to directly influence either of these factors, he believed
it was important for the Council to be aware of the issues facing the Trust and of their potential implications for the College.

**Report by the Principal of the Faculty of Engineering**

19. Presenting a brief oral report on his Faculty, Professor Magee concentrated on two area of particular concern at the moment: staffing and research. The Faculty’s primary staffing objective at present was to ensure that it was in the best possible position for entry into the forthcoming Research Excellence Framework (REF) exercise. To this end, the Faculty had decided to supplement the additional lectureships being funded by the College with its own lectureship scheme. Thus, the Faculty had been able to ensure that each of its departments was benefiting from these schemes with 7 new lectureships having been appointed (3 funded by the College and 4 funded by the Faculty). This was, he said, proving to be a very successful exercise for the Faculty which was enhancing the Faculty’s research profile. As well as appointing new staff through these lectureship schemes, it was also important that the Faculty could retain its best staff. The Faculty was therefore looking at pay across the Faculty and was also considering other factors which could be influential in retaining staff. One suggestion was an extension of the shared equity scheme which could assist staff with young families looking to move to bigger homes.

20. Turning to recent research developments, Professor Magee said that five scientists in the Faculty had recently been recognised with the award of prestigious EPSRC Fellowship awards. Dr Gregory Oﬀer (Earth Science and Engineering), Dr Sergio Maffeis (Computing) and Dr Catrin Davies (Mechanical Engineering) had all been awarded Career Acceleration Fellowships, while Dr Kenneth Haris (Electrical and Electronic Engineering) and Dr Alessio Lomuscio (Computing) had been awarded Leadership Fellowships. These awards were intended to provide support for talented researchers with the most potential to develop into international research leaders. In addition, it had been agreed that several Faculty research initiatives would receive funding from the College’s Strategic Investment Fund (SIF). These included an Imperial College Nuclear Centre, an Intelligent Infrastructure and Transport Systems Laboratory and the expansion of research and teaching in the Institute for Security Science and Technology. Finally, Professor Magee said that the Faculty was preparing two large bids for external funding. These were a bid to the Wolfson Foundation for a bioengineering project concerned with deep brain stimulation and a bid to BP to establish a BP Centre for advanced materials. These in particular showed that the future research priorities of the faculty would be focused in energy, the environment and bioengineering.

**UKCMRI (PAPER C)**

21. Professor Dallman presented Paper C and reminded members that the Council had previously agreed in principle that the College should join the UK Centre for Medical Research and Innovation – in future to be known as the Francis Crick Institute (FCI) – on the same terms as the other academic partners, UCL and King’s College. A memorandum of Understanding had been signed in April and work was now continuing on the formal Accession Agreement, by which both Imperial and King’s College would join the FCI. Over the summer the College would put in place its own internal governance arrangements to ensure that its membership of the FCI was properly managed and that the College was fully engaged with the science agenda of the Institute.
22. Dr. Eastwood reported that negotiations on the Accession Agreement were continuing. However, as both King’s and Imperial were negotiating to join an existing agreement, the scope for amending its terms were necessarily limited. None the less he confirmed that, in general, these terms were acceptable to the College. As the immediate commitment was to fund the building of the Institute, he had also confirmed with the College’s Director of Estates Projects that the building costs were comparable with those for the College’s own buildings. Finally, the Clerk noted that, provided the negotiations on the Accession Agreement proceeded satisfactorily, it was possible that the Agreement would have to be signed before the next Council Meeting. He therefore asked the Council to give delegated authority to the Chairman to approve the final Accession Agreement on its behalf.

Resolved:

That the Chairman be given delegated authority on behalf of the Council, and acting on the advice of the Rector, to approve and sign the accession document with UKCMRI

FINANCIAL MANAGEMENT REPORT (PAPER D)

23. Mr. Murphy presented Paper D, noting that the monthly budget report was in line with the trends shown over the last few months. The College’s position remained strong with the forecast operating surplus now standing at £57M. As he had previously advised, there were also a number of exceptional items this year that would boost the final surplus still further.

COLLEGE BUDGET 2011-12 (PAPER F)

24. Mr Murphy then presented Paper F and gave the Council a presentation on the proposed Budget for 2011-12. He noted that the College was in a strong position and had benefitted from the steps taken to secure its finances over the last two years. It now had a strong balance sheet with the capacity to exploit opportunities as they arose and also to undertake additional investment. However, he cautioned that the funding environment over the next few years remained very uncertain and said that the College should continue to exercise vigilance. Moving on to the budget itself, he said that the College’s turnover would top £700M for the first time with research income rising to £301M. The operating surplus for the year was forecast to be £38M. Although there was a small increase in research income, the projected contribution to overheads was largely flat. Mr Murphy went on to outline the risks associated with the budget figures and noted that these outweighed the potential upsides. Concluding his presentation, Mr. Murphy said that there was a degree of certainty around the projected performance in 2011-12 as most of the research grants and contracts for this year had already been won, but that there was considerably more uncertainty beyond this. In the circumstances, he commended the Budget to the Council as a prudent budget that would allow the College to continue to invest in its academic mission.

25. Mr. Newsum noted that staff costs were forecast to rise by 8.3% and asked what was behind this increase. Mr. Murphy said that, although the budget included an assumption about cost-of-living increases for staff salaries, this accounted for only a portion of the projected increase. In the main it reflected the College’s increased investment in academic
activity in advance of the REF, something that was also reflected in the increased staff numbers in the Faculties. The Rector noted that the College had effectively had a pay freeze for two years now. While this was a sensible policy in the current economic environment, he did not believe it was sustainable over the longer term. At some point the College would have to review its position on pay, if only to ensure that it could continue to attract and retain the best staff. However, he did not believe that the College was yet in that position.

26. The Chairman agreed with Mr. Murphy that the College’s balance sheet was strong and that the proposed budget was prudent. However, he noted that, historically College expenditure had inflated at a higher rate than the consumer price index. He queried whether this should just be accepted or if the College could still do more to increase efficiency and bring its inflation index more in line with national figures. Responding to the Rector’s last point, Mr. Newton said that the skills at the College were much sought after elsewhere and he too wondered with the continued pay constraints might make staff retention more difficult. Like the Chairman, he agreed that the budget was a prudent one.

Resolved:

That the College Budget for 2011-12, as set out in Paper F, be approved.

COLLEGE FUND BOARD REPORT (PAPER E)

27. The Chief Executive of the College Fund, Mr. John Anderson, was asked to join the Meeting. Before Mr. Newton presented the Fund Board Report, Mr. Anderson was asked to comment on the College Fund’s Budget for 2011-12. Mr. Anderson said that the Fund would be concentrating on the development of the Imperial West site in the coming year and that the focus of its budget was therefore primarily on asset growth. The Fund would also have to consider the appropriate treatment for its more mature property assets and in particular decide whether these should be retained in the special circumstances portfolio or transferred to the unitised fund. If the latter was the case, it might then be sensible to realise the value of these assets through sales or long-term lease arrangements rather than continuing to hold onto them. Another issue for the Fund, which would be considered by the Council later in the Meeting, was the Winstanley Road Proposal. If this was agreed, it would deliver a considerable boost to the Fund. However, no assumptions had been made in the Budget as to whether or not this would proceed and no additional income had been included.

28. Mr. Newton then presented Paper E. He reminded members that one of the Fund’s objectives was to reduce volatility in its portfolio. The dilution of the Fund’s holdings in Innovations had reduced its exposure to Innovations by £30M while also allowing it to extract value from the success of Innovations. As he had previously acknowledged, the size of the Innovations holding within the Fund’s overall portfolio had been a risk for the Fund. This risk was now very much reduced. Moving on he said that the property portfolio had progressed well, while the Unitised scheme had also delivered significant returns during a very difficult time. This all showed that the Fund had made very good progress since its establishment. However, he said, although the Fund’s value had risen to more than £300M, this was still too small an endowment for a University of the College’s size and status. If it was to remain competitive with the best US universities, it would need an
endowment several times larger than this and there was still a long way to go to achieve this.

29. The Rector then reported on an opportunity for the College and the College Fund that had arisen in the previous few days. The College had been advised of an opportunity to purchase a parcel of land adjacent to the Woodlands site for about £6M. This new site was owned by BBC/ Land Sec and was situated on the other side of the Westway. The site included an underpass under the Westway that abutted onto the Woodlands site. Purchase of this site would therefore not only provide the College with additional opportunities at the Imperial West Campus, but the underpass would provide those living and working at Imperial West with direct access to the new White City station without having to cross any roads; a considerable boon for those based at Woodlands. This opportunity had been discussed by the Imperial West Syndicate at its preliminary meeting and its members had agreed that this appeared to be an exciting opportunity for the College that matched well with its ambitions for Imperial West. It had therefore been agreed that the Rector should advise the Council of this development at the earliest possible opportunity. No decision was required as yet, but it was possible that a decision on whether or not to purchase this additional site would be required before the Council’s next scheduled meeting. If that was the case, the Rector suggested that a more detailed briefing paper should be circulated to members at that point.

30. Mr. Newsum said he believed that this was an exciting opportunity for the College and that there were numerous potential advantages for the College if it was able to secure this site. Mr. Conn agreed and noted that, even if the College decided not to develop the site itself, given the interest in the development land around White City, another option for the College would be to sell the site on at a later date.

31. Although a decision was not being sought now, the Chairman suggested that there was nevertheless a consensus that this was an exciting opportunity and that the College should purchase this additional site, provided a suitable price could be agreed. He agreed that a briefing note should be circulated to members at the appropriate time, but proposed that authority be delegated to the incoming Chair to take Chairman’s action on behalf of the Council before its next scheduled meeting if this proved to be necessary.

Resolved:

That the Chairman be given delegated authority on behalf of the Council, acting on the advice of the Imperial West Syndicate, to approve the purchase of the BBC/ Land Sec Site.

WINSTANLEY ROAD (PAPER G)

32. Mr. Newton presented Paper G and said that this proposal presented the College with an opportunity to realise a significant cash gain and acquire a long term freehold interest in the postgraduate accommodation site on Winstanley Road. It had been discussed by the College Fund Board, which was in favour of accepting the proposal. However, the proposal would significantly alter the nature of the rental guarantee offered by the College and would also bring the whole venture back onto the College’s books (Mr. Newton reminded members that the Winstanley Road project had been developed as an off-balance sheet venture). Given these profound changes, the College Fund Board had not been in a
position to accept the proposal and was therefore referring it to the Council for a final decision, once it had obtained the College’s view.

33. The Acting Chief Financial Officer, Mr. Murphy reported that the Management Board had also considered the proposal and had looked specifically at the additional risks for the College and how these might be ameliorated. Mr. Murphy then tabled a note of the Management Board’s deliberations and recommendations, a copy of which is attached at Annex B to these Minutes. Mr. Murphy reminded members that the College had entered into various covenants in relation to its borrowings, one of which was related to the HEFCE requirement that the costs of debt servicing could not exceed 4% of the College’s turnover. He confirmed that bringing the Winstanley Road project back onto the balance sheet would not result in this limit being exceeded. However, it would bring the College closer to that debt ceiling and could therefore limit its future options. Another concern for the College was the extension of the rental guarantee from 15 to 45 years, which represented an increased risk for the College. Balancing this, Mr. Murphy acknowledged that the proposal would also bring considerable benefits to the College and to the Fund, not the least of which was the considerable upturn to both the immediate and long-term financial return to the College. As was set out in the tabled paper, the Management Board had proposed three additional conditions for the deal and for the use of the additional income arising from the deal. These were intended to offset the additional risks to the College that had been identified by the Board.

34. The Chairman welcomed the note from the Management Board and the additional suggested conditions. He reminded members that, when the Winstanley Road Project had first been approved, Sir Peter Gershon had expressed reservations about it being held off-balance sheet as he thought that accounting standards changes would eventually require such projects to be brought back onto institutions’ balance sheets. In this context, the Chairman suggested that bringing the project back onto the College’s books could be seen as a positive move.

35. Mr. Dilley said it was very difficult to predict what the College’s position in 45 years time would be. It was therefore difficult to offset all the risks over such a long period. However, he said that on the face of it the proposal appeared to be very beneficial for the College. He was therefore in favour of accepting the proposal.

36. Mr. Newsum agreed that the extension from 15 to 45 years was the biggest risk for the College. While deflation over this period was unlikely, he asked if it would be possible to arrange some form of hedge that could offset this risk. Professor Begg said that the College had investigated this option, but there were currently no financial instruments available in the market place that could provide a hedge over such a long period of time. Indeed, he said that the lack of such instruments was probably reflected in the price being offered to the College. Mr. Anderson agreed and said that there were also currently no hedges available for the London property market; the assumption being that prices in London would always continue to rise. Mr. Newsum confirmed that, notwithstanding the lack of a suitable hedge, he thought the price being offered was generous and he was very much in favour of the proposal.

Resolved:

(i) That, subject to the additional provisions proposed by the Management Board, the
terms of the Winstanley Road Acquisition Proposal, as set out in Paper G, be approved.

(ii) That the Chief Executive of the College Fund and the College Secretary be given delegated authority to enter into all and any documentation and agreements necessary to execute the Winstanley Road Acquisition Proposal.

PROJECT MERARP (MECHANICAL ENGINEERING REFURBISHMENT AND AERONAUTICS RELOCATION PROGRAMME) (PAPER H)

37. The Principal of the Faculty of Engineering, Professor Magee, presented Paper H. He reminded members that the purpose of the original South East Quadrant (SEQ) Project had been to co-locate the College’s engineering departments and provide them with world-class, purpose-built facilities. However, when planning permission had been refused for the College’s proposals for Exhibition Road, the Project had been shelved. Instead, a modified phase 1 involving the refurbishment of the Skempton Building (Civil Engineering) had been undertaken. Following the success of that project, it was now proposed to refurbish the Mechanical Engineering Building and move the Aeronautics Department from its current location in the Roderick Hill Building to the refurbished Mechanical Engineering building. This would provide most of the benefits of the previously proposed SEQ Project at a fraction of the cost. The move of Aeronautics would also release space on the west side of the campus. Finally, Professor Magee said that the College had some of the highest rated engineering departments in the Country, but many of their facilities dated back to the 1960s and 1970s and were no longer fit for purpose. If they were to maintain their position as world-class departments, they needed up-to-date facilities. This project would provide them with the facilities they required.

38. Mr. Newton recalled that the SEQ Project had been intended to provide facilities that would be world-leading for many years to come. He asked if the proposed refurbishment would have the same longevity as had been intended for the SEQ Project. Professor Magee said that the Mechanical Engineering building was structurally sound and would last for another 25+ years. Furthermore, a very basic refurbishment of the building had been costed at approx. £30M, but this had been increased to £65M to ensure that the facilities provided in the refurbished buildings would be world-class and ‘future-proofed’ as far as this was possible.

39. Mr. Newton noted that the SEQ project would have provided more space than the current project. He asked if the reduction in available space would constrain the departments. Professor Magee confirmed that the project should provide sufficient space for all the co-located departments. The Faculty had already demonstrated through the refurbishment of the Skempton and other buildings that the sharing of workshops provided considerable economies of scale; these lessons had been used in preparing this project and he was confident that the users would not be constrained by the building.

40. Mr. Conn noted that the overall project cost represented a considerable saving on the estimated costs for the whole SEQ Project. He asked if the Project had been designed to meet a particular price point or if the Faculty would be able to do even more if more funds were available. Professor Magee confirmed that the project had been designed to make the best use of the building and to provide the best possible facilities for Mechanical Engineering and Aeronautics. He did not believe that the provision of additional funding
would change the overall conception for the Project.

41. The Chairman welcomed the proposal as an excellent solution to the impasse that had been created by the local authority’s refusal of planning permission for the SEQ Project. It would also provide excellent but cost-effective facilities for the engineers. He was also pleased at the decision to re-clad the Mechanical Engineering building as this would greatly improve the College’s aspect onto Exhibition Road.

Resolved:

(i) That the overall Mechanical Engineering Refurbishment & Aeronautics Refurbishment Programme, as set out in Paper H, be approved.

(ii) That the Preliminary Phase and Phase One of the MERARP Programme, as set out in Paper H, be approved with a total cost of £11.4M.

EQUAL OPPORTUNITIES AND DIVERSITY (PAPER I)

42. The Rector presented Paper I and drew members attention in particular to the recommended actions listed at the end of the report. The Management Board had discussed the Report at length and, while it had recognised the importance of the proposed actions, it had also considered how these might be taken forward and what its own role in directing these actions and providing a focus for improvement might be. As the College had recently conducted a staff survey which had also raised some potential issues around diversity, the Board had decided that it should also consider the full results of this survey before agreeing some additional, highly focused actions on which the Board could take a lead in the New Year.

43. Ms. Owen noted that the Council had not recently had many opportunities to discuss staff issues. It was clear that the Access Agreement and the increase in fees would raise the importance of the student experience in the next few years. However, she suggested that the staff experience was equally important; indeed, having fulfilled and motivated staff should contribute considerably to the overall student experience. She noted that the Rector had mentioned a staff survey and asked if the Council could see the results of this survey.

44. The Rector agreed that the survey results should be presented to the Council. In the main, he said, these were extremely positive with very high approval ratings for the College. The majority of staff had high levels of satisfaction and were proud to work at the College. However, of more concern was the number of staff who said they had either experienced or seen incidents of bullying or harassment (about 25%). More analysis of the results was being conducted to better understand this statistic, but this was clearly one area that warranted further consideration.

45. The Chairman noted with concern the apparent discrepancy in the admissions statistics for black applicants and those with a declared white background. It was very important that the College ensured that there was no discrimination in its admissions processes and he agreed with the suggestion in paragraph 33 of the report that further analysis of these statistics and the admissions processes was needed. The Lord Tugendhat asked if a comparable analysis of drop-out rates had also been conducted as he was aware that other
institutions had experienced a higher drop-out rate amongst BAME students than in the general student population. He suggested that both areas should be looked at together to ensure that the College was not discriminating against this group of students. Referring back to the earlier discussion on the College’s Access Agreement, the Chairman suggested that the College might focus some of the additional outreach work it was now committed to on the BAME community. Moving on, he noted that the previous improvements in performance with regard to gender appeared to have stalled and he asked if the reasons for this were known and if the College was taking action to drive further improvements in this area.

46. Mr. Dilley said that the governing boards of many private sector corporations were dealing with similar issues to these and were also considering how they could improve application and promotion rates for women and members of the BAME community. Indeed, he said, a number of them were now considering the introduction of targets and quotas in certain areas. He asked if the College also surveyed its student population, as this might assist in understanding the reasons for some of the discrepancies noted in the Report. The Imperial College Union President, Mr. Kendall, said that students took part in several surveys, both at the College level and nationally. He suggested that these should form part of the Council’s consideration of the student experience when it came to discuss this issue.

47. Drawing the discussion to a close, the Chairman thanked the Rector for a serious and stimulating Report. The Council had endorsed the actions identified in the Report. It had also identified some areas of concern on which it had asked for more information and it was also keen to hear what else the Management Board proposed to do, following its analysis of the staff survey.

ANNUAL HEALTH AND SAFETY REPORT (PAPER J)

48. The Clerk, Dr. Eastwood, presented Paper J and highlighted in particular the results of the external audit of health and safety at the College that had been conducted by HASTAM. They had confirmed that the College had made significant improvements in health and safety since the previous audit in 2007 and that the College Health and Safety Management System was now broadly compliant with the Health and Safety Executive’s guidance Successful Health and Safety Management (HSG65). However they noted that, in the interim, this document had been superseded by an internationally recognised standard BS OHSAS 18001 Occupational Health and Safety Management Systems. The College had accepted the review’s findings and was now implementing its recommendations.

49. Apart from this review, the College was also working to improve its relationship with the Imperial College Healthcare NHS Trust on health and safety matters. It was important that this relationship worked well as the Trust and the College had a number of shared facilities. An effective liaison committee had been established and this Group now acted as a focal point for the discussion and decision-making processes for any safety-related matter that arose and that impinged on both the Trust and the College. Finally, Dr. Eastwood reported that the Health and Safety Executive had recently spent three days inspecting Category Level 3 laboratories at the College. Although there was no room for complacency, the feedback from their visit had been very positive. Unusually for such an inspection visit, the HSE had noted more positive than negative points.
IMPERIAL COLLEGE UNION

Imperial College Union Report (Paper K)

50. The President of the Imperial College Union, Mr. Kendall, presented the Union’s interim annual report and reminded members that the full report would be presented to the Council in November, along with the Union's audited accounts. He drew members’ attention in particular to the high level of participation in clubs and societies by Imperial students, with nearly 8,000 being involved in clubs or societies in some way, of which 1,800 were involved in the running of these clubs.

Imperial College Union Constitution (Paper L)

51. Mr. Kendall then presented Paper L, which included proposals for a number of amendments to the Union’s Constitution.

Resolved:

That the amendments to the Imperial College Union Constitution, as set out in Paper L, be approved.

DEVELOPMENT PROGRESS REPORT (PAPER M)

52. The Rector presented Paper M, which was received for information.

MAJOR PROJECTS (PAPER N)

53. Paper N was received for information.

HARLINGTON GRANTS FUND COMMITTEE (PAPER O)

54. The Clerk presented Paper O and advised members that the Harlington Grants Fund Committee had recommended a change to the principles under which it awarded grants. This change would enable it to make awards in support of health and safety training for student members of clubs and societies. In addition, the Committee had recommended that the limit on its annual expenditure be raised to its former level of £50k per annum.

Resolved:

(i) That the proposed amendments to the Harlington Grant Fund Committee’s Principles, as set out in Paper O, be approved.

(ii) That the annual limit for awards be increased to £50,000 as set out in Paper O.
CLERK’S BUSINESS

Effective Date for the Establishment of the Court (Paper P)

55. Introducing Paper P, the Clerk reminded members that the Council had to agree an effective date for the establishment of the Court, following its earlier decision to reconfigure the Court as a stakeholder body.

Resolved:

That the effective day on which the new membership provisions for the Court set out in the 2011 revisions to Ordinance A7 shall take effect shall be 1st October 2011.

ANY OTHER BUSINESS

Valete

56. The Chairman advised members that this would be Mr. Kendall's last Meeting of the Council as his term of office as Union President would end on 31 July. On behalf of the Council the Chairman thanked Mr. Kendall for the invaluable contribution he had made to the College and to the work of the Council during his period as President. In particular, the Chairman paid tribute to the vital role Mr. Kendall had played in formulating the College’s Access Agreement and its proposals for the future financial support packages to be offered to students from 2012 onwards.

57. The Deputy Chairman reminded members that this would also be the Chairman’s last Meeting of the Council. On behalf of the Council she thanked Lord Kerr for the considerable contribution he had made over the last 6 years as a most distinguished and dedicated Chairman of the Court and Council.

NEXT MEETING

58. The Clerk reminded members that the Council’s next Meeting would be held on Friday, 22 September 2011, with a dinner on the preceding evening.

Manningham Bullen
23.9.11
Management and Governance of Imperial West - Woodlands

Keith O’Nions and Stewart Newton

Preamble

• Woodlands now forms part of the long term vision for Imperial West.

• Imperial West is a core College development (that needs to be managed as such). It has potential commercial/entrepreneurial activities that may not be necessarily compatible with the academic mission.

• Imperial West development will remain ‘core’ for the College for at least a 5-10 year period.

• It will involve ongoing engagement between College and the College Fund, and dialogue/relationships with NHS Trusts (ICHT, RBHT) and other potential partners.
The management and governance issue

• The present Woodlands project is under-resourced. It will soon exceed the capacity of the College Fund to manage.

• The Fund would require an ‘in house’ capacity for project and financial management as well as the resources to develop further the College’s strategic vision.

• The planning, strategy, financial and project management resources required for Imperial West reside within the College. But the structure of the Committees reporting to Management Board would also need major change to deliver Imperial West – Woodlands.

• Given the importance of the project it is essential that the full resources of the College and the College Fund are available as necessary, as well as access to outside talent.

Way forward: Imperial West Syndicate

• Establish THE IMPERIAL WEST SYNDICATE.
• The Syndicate would have flexibility to evolve the vision and develop Imperial West over the next 5-10 years.
• The Syndicate should have initial membership as follows:

  a) Chair: External Council member
  b) The College:
     - Rector (ex officio)
     - Deputy Rector
     - CFO
  c) The College Fund:
     - Chair of the College Fund
     - CEO of the College Fund
     - AN Other
  d) Others could be co-opted as and when necessary
Imperial West Syndicate – proposed initial membership

Chair
• Jeremy Newsum (External Council member)

College
• Keith O’Nions (Rector)
• Stephen Richardson (Deputy Rector)
• Chief Financial Officer (CFO)

College Fund
• Stewart Newton (External Council member)
• John Anderson (Chief Executive of the College Fund)
• AN Other?

Imperial West Syndicate - governance

Reporting - The Syndicate will report to Council through Management Board and also through College Fund members.

Remit:
1. Agree vision and development plan for Imperial West
2. Agree responsibility for elements of Imperial West - Woodlands
3. Agree resource requirements
4. Create partnerships (where necessary) with others (eg. ICHT, RBHT etc)
5. Report on Imperial West to Management Board, College Fund and Council
Proposed governance model

Decision-making and dispute resolution

1. The Syndicate will operate on the basis of consensus decision-making.

2. The Syndicate Chair, Rector and the College Fund Chair will have a veto on any issue.

3. Any dispute will be resolved by Council.
### Delegations from Council

- **Existing delegations** to the Rector and College Fund are adequate to ensure the operation of the Syndicate.

- The Syndicate does **not need a legal status** of its own.

- **Lines of accountability** to the Council, the College Management Board and the College Fund are clear.

### Start date

- There is a need to **commence immediately**. First meeting to be arranged July/August subject to Council’s approval.

- A **full report** of initial Syndicate operations will be brought to Council before the end of 2011.
WINSTANLEY ROAD ACQUISITION PROPOSAL - MANAGEMENT BOARD RESPONSE

1. The Management Board identified a group, consisting of the Rector, Deputy Rector, Acting CFO, the Principal of the Business School and the College Secretary, to review the financial and strategic risks associated with the proposed restructuring of the Winstanley Road postgraduate accommodation transaction.

2. The group recognises that the case for approving the deal is finely balanced with significant rewards, but extended and increased risks for the College. The group noted that the College was already committed to the demand risk on the property, albeit a 15 year rental guarantee rather than a 45 year lease. In addition, it was noted that the College is further exposed to most of the risks inherent in this deal through its existing student accommodation portfolio, therefore the transaction represents the expansion of an existing risk rather than the establishment of a new specific risk.

3. The work undertaken on the College’s debt and capital capacity has identified that whilst the deal will have some impact on the overall level of new debt capacity, based upon market capacity and the current future capital requirements, the deal is considered affordable.

4. On this basis, the group advised that Management Board would be prepared to proceed with the deal subject to three main requirements:

   a. Firstly, it was recognised that the initial benefits from the deal, which will see £30m in cash being paid by the landlord over two years, should be specifically split into the ‘development profit’ and a premium for the establishment of the lease. The Management Board would then require that the cash attributable to the lease be ring-fenced into a non-distributive account and invested in the College Fund to create a specific sinking fund to cover against the downside risks associated with the transaction. It was agreed that the amount of capital necessary to be retained within this account should be subject to regular review over the life of the lease, with formal Council approval required for any future distributions.

   b. That a report be provided for both Management Board and Council to identify all and any additional commitments that might come forward in the form of occupational or finance lease commitments – especially in the context of the College’s aspirations for Imperial West.

   c. That the impact of the deal be reflected in the context of the College’s entire property portfolio, and that the Management Board receive a holistic review to establish the total capital value, cash flow commitment, and recurrent risk associated with that existing portfolio. The group noted that within this portfolio, the student accommodation activity supported the delivery of the academic mission in both financial and strategic terms, but that consideration of the status of the portfolio on an asset by asset basis would be beneficial to ensure a fuller understanding of the total capital resources retained on the College balance sheet.

A.C.M.
July 2011
PLANNING STRATEGY

1. Meetings have taken place this month between the Chief Executive of the Fund and the leader of Hammersmith & Fulham council. At the meeting, the leader once again expressed his support for Imperial’s vision in the area. In terms of s.106 and infrastructure commitments, however, the leader of the Council indicated that he envisages Imperial participating in the Council’s vision for a ‘ladder of opportunity’ in the area. This would involve Imperial and other key landowners in the area (including Westfield), participating with the Council in widening-participation, outreach and educational initiatives in the area to develop opportunities for local children. It is clear that this offer is aimed to maximise the benefits of having Imperial in the borough, and it is strongly indicated that such support would enable a mitigation of the s.106 payment that would normally accrue. Therefore careful analysis is required to establish if the College can devise an offering that is strategically in line with the existing WP and Outreach policies of the College, does not represent a further financial or reputational risk and is cash-positive in terms of the offset of the s.106 liability.

2. A letter was sent to the Chief Executive of the College Fund this month by the Chair of the St Helen’s Residents Association, an area of housing located in the Royal Borough of Kensington and Chelsea, 0.12 km to the north of the Woodlands site. The letter expressed the concerns of the residents over the potential development of tall buildings on the site, citing the White City Opportunity Area Planning Framework, published earlier this year, which stated that a cluster of tall buildings on the Woodlands site would be ‘appropriate’ in planning terms. These concerns were also reported in the Evening Standard on June 20th. A reply was sent which informed the residents that plans for the site were still evolving, and it was proposed that representatives of the College, including the Chief Executive of the Fund and Director of Capital Projects and Planning, as well as our planning consultants and Development Managers, meet with the residents to allay their concerns. Council will be kept up to date with developments in this regard.

DEVELOPMENT PARTNERSHIP HEADS OF TERMS

3. Negotiations continue of the Heads of Terms with Voreda for Phase Two. The Fund has engaged the College’s Corporate Real Estate advisors, Savills, to provide independent advice on the nature of this agreement to ensure that it is at least in line with market expectations, and wherever possible is advantageous to the College. Savills have significant expertise in the broad property arena, and offer a diverse range of property consultancy services (notably, non-transactional revenue comprised 65% of their total revenue in 2009 – ie they are not primarily agents!), and their client base includes major landowners/developers including British Land, Aviva and Tesco. Specifically, Richard Rees, a Savills
Board member and the Head of their National Development team was instructed to carry out the review. Richard Rees specialises in significant development projects and has specific expertise in joint venture arrangements and structured financial models, with considerable experience in development funding and structuring joint ventures for major development projects. His recent projects have included strategic development advice to Tesco/Spenhill with regard to their mixed use and residential property portfolio, and advising Places for People on the analysis and property strategy of a national portfolio of development sites.

4. Mr Rees’ advice to date confirms the understanding of the value and return which the development agreement with Voreda Capital provides to the each party. The advice notes that the terms allow the College to participate on equal terms in the Development Gain, and are collectively typical and not unusual in the sector. It further notes the added benefits of building on the success of phase 1 and capitalising on the relationships established with key stakeholder groups in the area, including the GLA and local Council, meaning that the deal proposed is far more likely to lead to planning success being achieved prior to the May 2012 Mayoral elections than with another development partner. Time is clearly of the essence both in terms of the ability to actually deliver the vision, but also to minimise the period that risk capital for planning is applied. A final and formal letter reflecting the agreed Heads of Terms will be provided for the record.

PROGRESS ON SITE

5. Demolition works on phase 1 have now been completed, and phase 2 demolition works are nearing completion. The demolition contractor, Squibb, have, as in phase 1, encountered large concrete foundations, the removal of which is slowing progress somewhat, although it is anticipated that demolition will be completed by the end of July, and it is pleasing that they have been able to occupy the site in parallel to main contractor ISG, so as not to delay the construction of phase 1 unduly.

6. In terms of construction, the underground drainage, foundations and ground floor slabs to all the postgraduate blocks are now complete, with work commencing on the upper columns and slabs to all blocks. In terms of programme, ISG are presently reporting they are presently 5 weeks behind, largely due to progress on the civil and structural design. ISG advise that this will be recovered once the superstructure works are complete, when a full recovery programme will be implemented. The project will not be delayed. Financially the scheme remains ~£3.2M below the development budget.

J Anderson
July 2011
A Note by the Rector

CHAIRMAN OF IMPERIAL COLLEGE LONDON

Baroness MANNINGHAM-BULLER, formerly Deputy Chairman of Imperial College London, has been appointed to the post of Chairman, with effect from 16 July 2011.

HEAD OF DEPARTMENT – NATIONAL HEART AND LUNG INSTITUTE

Professor Kim FOX, currently Professor of Clinical Cardiology, National Heart and Lung Institute, Faculty of Medicine, has been appointed to the post of Head of Department – National Heart and Lung Institute, Faculty of Medicine, with effect from 1 September 2011.

PROFESSORS

Professor Lord DARZI, currently Chairman of the Institute for Global Health Innovation, has been appointed to the post of interim Chair of the new Academic Health Science Centre (AHSC) Steering Board, with effect from 7 June 2011.

Professor José Antonio Carrillo DE LA PLATA, currently ICREA (Institució Catalana de Recerca i Estudis Avançats) Research Professor, Department of Mathematics at the Universitat Autonoma de Barcelona, has been appointed to the post of Chair in Applied and Numerical Analysis, Department of Mathematics, Faculty of Natural Sciences, with effect from 1 October 2011.

Professor Nicolas J LONG, formerly Professor of Applied Synthetic Chemistry and Head of the Catalysis and Advanced Materials Research Section, Department of Chemistry, Faculty of Natural Sciences, has been appointed to the post of Sir Edward Frankland BP Chair in Inorganic Chemistry, Department of Chemistry, Faculty of Natural Sciences, with effect from 1 April 2011.

READERS

Dr Boris LENHARD, currently Principal Investigator of the Bergen Research Foundation and Group Leader in the Department of Biology, Bergen Centre for Computational Science, and the Sars Centre for Marine Molecular Biology, University of Bergen, Norway, has been appointed to the post of Reader in Computational Biology, Institute of Clinical Sciences, Faculty of Medicine, with effect from 1 August 2011.
Dr Steven RILEY, formerly part-time Senior Research Fellow, Department of Infectious Disease Epidemiology, School of Public Health, Faculty of Medicine and Assistant Professor, University of Hong Kong, China, has been appointed to the post of Reader in Infectious Disease Ecology and Epidemiology, Department of Infectious Disease Epidemiology, School of Public Health, Faculty of Medicine, with effect from 1 March 2011.

VISITING PROFESSORS

Professor Robert Alexander CHEKE, has been offered an association with the College as Visiting Professor in the School of Public Health, Faculty of Medicine, with effect 1 April 2011.

Professor Brian DUERDEN, has been offered an association with the College as Visiting Professor in the Department of Medicine, Faculty of Medicine, with effect from 5 May 2011.

Professor Gianfranco GILARDI FRSC, formerly Reader in Protein Engineering, Division of Molecular Biosciences, Faculty of Natural Sciences, has accepted an association with the College as Visiting Professor in the Division of Molecular Biosciences, Faculty of Natural Sciences, with effect from 1 April 2011 for a period of three years.

Dr Jeffrey GREEN, formerly employed by Rolls-Royce plc, has accepted an association with the College as Visiting Professor in the Department of Mechanical Engineering, Faculty of Engineering, with effect from 4 May 2011 for a period of three years.

Dr Gordana RISTOVSKA, has been offered an association with the College as Visiting Professor in the School of Public Health, Faculty of Medicine, with effect from 16 May 2011.

Professor David SCHESCHKEWITZ, has been offered an association with the College as Visiting Professor in the Department of Chemistry, Faculty of Natural Sciences, with effect from 1 May 2011.

RETIREMENTS

Professor Roderick Arthur SMITH FREng, Royal Academy of Engineering Network Rail Research Professor, Department of Chemical Engineering, Faculty of Engineering, retired on 1 May 2011. Following retirement, he will continue in the same role on a part-time basis for a period of one year.

RESIGNATIONS

Professor Jan Joris BROSENS, Chair in Reproductive Medicine and Sciences, Department of Surgery and Cancer, Faculty of Medicine, resigned with effect from 1 May 2011. Following his resignation, he will continue his association with the College as Visiting Professor for the period of one year.
Ms Elizabeth Ann DAVIS, Assistant Director of the Support Services Faculty, Library Services, resigned with effect from 30 June 2011.

Professor Andrew James DE MELLO, Professor of Chemical Nanosciences, Department of Chemistry, Faculty of Natural Sciences, resigned with effect from 22 April 2011.

Professor Peter David LEE, Professor of Materials Science, Department of Materials, Faculty of Engineering, resigned with effect from 31 May 2011 to take up an appointment as Professor and Co-Director of the Manchester X-Ray Imaging Facility at the University of Manchester. Following his resignation, he will continue his association with the College as Visiting Professor for a period of three years.

Professor Ian OWENS, currently Head of Department, Department of Life Sciences, Faculty of Natural Sciences, resigned to take up an appointment as Director of Science at the Natural History Museum.

Professor Stephen SMITH FmedSci, chief executive of Imperial College Healthcare NHS Trust, has resigned with effect from 30 September 2011, in order to increase his engagement with Nanyang Technological University (NTU) in Singapore.

**DEATH IN SERVICE**

Mr David Stuart (Dave) BOND, Deputy Head of the Reactor Centre, Support Services, died on 30 April 2011.

Professor Alexander O GOGOLIN, Professor of Mathematical Physics, Department of Mathematics, Faculty of Natural Sciences, died on 19 April 2011.
PAPER C

UKCMRI – ACCESSION OF THE COLLEGE

Paper from the College Secretary and Principal, Faculty of Natural Sciences

1. The Council received a report at its meeting on 13 May 2011 on progress towards the College (together with Kings College London) joining the UK Centre for Medical Research and Innovation (UKCMRI) – now named as the Francis Crick Institute (FCI).

2. The Francis Crick Institute offers unparalleled opportunities for biomedical research and training. Led by its first Director, Sir Paul Nurse PRS, the FCI will transform the way in which biomedical research is carried out in the UK, bringing expertise from across the disciplines to improve biological understanding and provide solutions for healthcare challenges. Imperial College is extremely well placed to contribute to the science of the FCI most particularly by bringing our strong Engineering and Physical Sciences to bear on biomedical problems. The AHSC will also add enormous strength to the partnership and act as conduit for the translational outputs of the Institute.

3. A non-binding Memorandum of Understanding (MoU) has been signed by all parties (MRC, Cancer Research UK (CRUK), Wellcome Trust and UCL – the ‘original Founders’ and ourselves and Kings College London; together, the ‘Founders’) and is attached in Annex 1.(1)

4. All the major issues for the College that arose in negotiation were covered in the MoU. We are now nearing the position when we can sign a Deed of Accession to join UKCMRI and become a party to the Joint Venture Agreement (JVA), the complex 80 page governing instrument setting out how UKCMRI is established, financed, governed and managed.

5. UKCMRI is a private company and a charity limited by shares. It will shortly hold a 55 year lease for a building, to be constructed behind the British Library in St Pancras, in which the research will be undertaken. A separate company, wholly owned by UKCMRI, will commission and oversee the construction. HOK are the architects, Laing O’Rourke the main contractors and Arup the project managers for the 83,471 m² (gross internal area; 35,168 m² net usable) building. Some pictures are shown in Annex 2. The total project budget has been set at £566m (including fees, project management, inflation reserve and contingencies). Planning permission has been received and the judicial review period has now passed. On accession, we will be invited to join the board overseeing the construction project. Construction is scheduled to be completed in mid 2015 from when FCI will commence operations.

6. The lease has been granted to UKCMRI for a peppercorn for the duration of the term by the original Founders, who jointly own the freehold (purchased for £85m).

7. After we sign the Deed of Accession, the College will be committed to provide £40m capital (£9m in the first 12 months and the remainder subject to the rate of construction of

1. The Annexes are not included with these Minutes.
the building). In return, we will receive approximately 5.2% of the shares of UKCMRI Ltd and the right (but not obligation) to undertake and fund research proportional to our relative capital and operational contribution (which could change over time). Our voting rights would also be affected by changes in the relative contributions that the other parties make to the funding over time (though as the capital elements are large and fixed, any change is likely to be minimal). Our and Kings’ capital funds will be used to provide towards the set-up (rather than construction) costs of the institution – the building will not be increased in size or cost because of our entry.

8. In return for use of the building, we would be liable for our pro-rata share of its maintenance and renewal budget for the 55 year duration of the lease. This cost has been estimated at £K3-400pa (when the building is fully operational).

9. Our capital contribution gives us the right to appoint a Director to the Board (which currently includes Sir David Cooksey (Chairman), David Jeans (MRC), Harpal Kumar (CRUK), Sir John Tooke (UCL) and Sir Mark Walport (Wellcome)). Sir Paul Nurse has been appointed as CEO alongside his presidency of the Royal Society. We expect our right to fund research in FCI to equate to about 10-11 College academic staff seconded to FCI for 5-10 year periods which, with their research groups, might amount to about 80 Imperial College staff at any one time. Overall, about 1100 scientific staff are expected to work in FCI of which the academic partners would contribute about 250 (the majority of FCI staff being formed from the merger and re-location of MRC’s National Institute for Medical Research at Mill Hill and CRUK’s London Research Institute at Lincoln’s Inn). FCI will re-imburse us for the salaries of seconded staff partly from HEFCE money passed through to them from us (see paragraph 14). Our obligation in respect of operational funding is limited to applying jointly with FCI for external grants worth about £M5 pa.

10. Secondment arrangements in the other direction will be encouraged and FCI staff may join College research groups on terms to be determined nearer the time but which could be expected to mirror the terms for College staff seconded to FCI.

11. FCI will operate as an autonomous institution with its own scientific strategy approved by the Board under the leadership of the CEO as advised by an independent Scientific Advisory Board. Periodic reviews of its work will be undertaken by international independent peers accountable to the Founders (which would then include ourselves).

12. An Academic Engagement group, of which we are already members, has responsibility for recommending how the three academic partners operate within FCI. Issues on the share of PhD students registered at each College have been resolved with further work needed on the level of fee charged and agreement found on a common set of student regulations for students at FCI. The group is also considering the optimum means of channelling external grants which would maximise its impact for the College without detriment to FCI or jeopardising the building’s zero-rated VAT status.

13. We will establish an Imperial College governance group, comprising members of each of the Faculties and the Business School, the Pro Rector research and chaired in the first instance by the Principal, Faculty of Natural Sciences. Its remit will be to develop the science and engagement strategy for our interactions with FCI.
14. HEFCE have written to indicate that they will designate FCI as ‘a connected institute’ within the meaning of Section 27 of the Teaching and Higher Education Act 1998. Such designation allows HEFCE to permit use of its funds to further the purpose of FCI. The College will be expected to pass on to FCI the HEFCE QR and other relevant research grant received in respect of its seconded staff (whose salaries will be re-imbursed by FCI) after taking account of local costs. Research students working at FCI but registered at the College would also generate HEFCE grant towards the College’s costs of supervision. Subject to confirmation nearer the time, HEFCE will require a joint submission from the three academic partners of their FCI research into the Research Excellence Framework (REF) exercise that might be expected in 2019 or 2020 with a pre-agreed split of the subsequent funding. HEFCE will impose a cap on the number of staff so funded.

15. Because FCI will be an autonomous body the intellectual property generated by all staff working there, including those seconded from the academic partners, will be held by FCI, not the Founders. Imperial Innovations plc have indicated that they would welcome the opportunity, on an equal footing with the other Founders, to commercialise FCI IP (except that CRUK have the right for their commercialisation company, CRT, to lead in the exploitation of cancer IP for the first five years of operations). Income generated by the commercialisation of FCI IP will be for the benefit of FCI and not the Founders.

16. Should the College decide to leave FCI, then our obligations would be to give at least two years notice, to continue to fund operating costs during that time and to indemnify FCI in respect of redundancies and other closure costs. More significantly, the College would continue to be liable for its share of the building maintenance and renewal costs for the remaining term of the 55 year lease. On exit, we would lose the right to appoint a director to the Board. Otherwise, the Joint Venture Agreement (JVA) between the Founders terminates on the expiry of the building lease at the end of the 55 year term.

17. The timing of the final negotiations is such that it is likely that the accession document will be ready to be signed before the next Council meeting in September. The Council is invited to consider this report and to give the Chairman authority, on the advice of the rector, for the College to sign the accession document when she is satisfied. Legal advice on the Deed of Accession has been provided by our Legal Services Office with Farrers advising on the JVA and MoU.

6 July 2011
The Financial Management Report includes information which is commercially sensitive and confidential. Therefore it is not included in these published Minutes.
A Report by the Chairman of the College Fund Board

YEAR TO DATE

1. At the consolidated level, the position of the College Fund at the end of May 2011 was as follows

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<th>Portfolio</th>
<th>31-Jul-10</th>
<th>31 May 11</th>
<th>YTD Variance</th>
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<td></td>
<td>Actual</td>
<td>Actual</td>
<td>£</td>
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<tr>
<td>Unitised Scheme*</td>
<td>£73.7m</td>
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<td>Special Circumstances:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non Core Property</td>
<td>£124.3m</td>
<td>£122.8m</td>
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</table>

* After Distributions and Net Additions

COLLEGE FUND 2011 BUDGET AND STRATEGIC PLAN

2. The College Fund budget and 5-year plan is set out in the College’s Budget Paper. The budget seeks to address the current structure of the Fund reflecting that there is now a need to provide reinforcement on the process/risk control side. This is especially the case following a period where the College Fund has moved from a pure asset focus into areas that impact on the overall capital capacity of the College.

3. The key strategic objectives outlined in the plan are: an aggressive commitment to maximising opportunities that arise to maintain the expansion of the Fund; the continued diversification of the asset base with a specific focus on reducing the exposure to Imperial Innovations; the achievement of the Investment Objective, which remains at RPI+4%, with greater returns sought from the less liquid portion of the portfolio; and ongoing growth of the level of distributions available for the College to apply on an unfettered basis. The priority therefore remains growth, but with an increased appreciation and awareness of the key financial risks to core College operations.

4. In financial terms – the key highlights of the budget process are as follows: the operating surplus for 2011/12 is £0.9m, significantly lower than the projected surplus from the 2009 plan.
The primary reason for this is a lower than projected level of income from Innovations reflecting the decision to back the company in expanding its business plan rather than pushing for an early move to dividend payments from the company. There is also reduction in net rental income, accounted for by the current moderate performance of the Silwood portfolio, the delayed delivery of certain planning projects (Pembridge and Withersdane) and higher than anticipated planned property management costs. The Plan targets specific improvements in each of these areas.

5. The Budget also reflects the opportunity to refine the structure of the Fund during the coming year, with the most significant options relating to the transfer £75m of mature property into the unitised scheme from the Special Circumstances portfolio and the regearing of the College’s position in relation to Griffon Studios.

6. The transfer of the property into the unitised scheme results in net Special Circumstances Portfolio debt reducing by £18.4m, and progresses the objective of increasing the asset value of the unitised scheme by £60m over what was previously planned. It therefore has a dual benefit of enhancing the availability of development capital for Imperial West and related activities, whilst increasing the proportion of the Fund that is managed on a less volatile and more liquid basis. However, it must be stressed that it will place the future ownership of recent developments at risk as the resultant reallocation of assets delivers a very weighty property bias.

7. The budget also analyses the potential impact of the proposed lease and buyback of Griffon Studios. This will be the subject of a separate discussion at this meeting of Council. In summary, though, were the proposed sale and leaseback of Griffon studios to proceed, the Unitised Scheme investment in Griffon Studios would be sold in two stages in August 2012 and August 2013, realising total proceeds of £29.9m against an original cost of investment of £7.3m, with the potential that £16.2m of ‘lease premium’ from the sale allocated to new Rector’s units.

SPECIAL CIRCUMSTANCES PORTFOLIO

8. Operational Properties

a. 52 Princes Gate – A rent review is ongoing on the commercial element of 52 Princes Gate, which will see Innovations move from their currently discounted rent of £225k p.a. to an appropriate market level The primary point of disagreement to this stage has been the net internal area of the commercial element that should be used in calculating the rent. An agreement has now been reached on this point however, and a way forward has been identified which should see a positive result before the end of the financial year. A modest uplift on the present levels is anticipated, which will be backdated to the January date of the Imperial Innovations Rights issue which saw the College Fund’s holding in the company dip below 50%.

b. South Kensington Portfolio - A brief paper was submitted to April’s Management Board outlining the Fund’s South Kensington portfolio, the purpose of which was to remind members which properties in the vicinity of Princes Gardens are designated as non-core, briefly remind members of the work the Fund has carried out on each of the properties, and appraise the Board of likely future developments. This was a useful exercise in maintaining dialogue between the Fund and College over the status of
non-core assets. Management Board members, as a result of discussions, identified that all South Kensington assets, other than 52 Princes Gate, are wholly non-core. Management Board did, however, express a desire to be kept appraised of the status of 52 Princes Gate, acknowledging its existing non-core status but wishing to highlight the need for a greater degree of control over the long-term future of the asset.

9. Development Properties –

a. Wye Residential – A revised planning application for the Wolfson House scheme remains under consideration by Ashford Borough Council. Negotiations are ongoing with the main contractor on the previous Wye residential projects, Brennans, over the price for this work, and it is hoped we will continue what has up until now been a productive working relationship. Coldharbour House, the £560k development that will create 5 new residential units, has now been completed and handed over, with the units finished to a high standard. The units will be launched to the market at the end of July, and it is hoped that they will provide a gross annualised rental income in the region of £60k.

b. Ethos Flats 10 & 11– The project to create an additional two units in the flats over the Ethos Sports Centre has moved on, with Quest (a College framework contractor) being appointed following a highly competitive tender process. The work will be carried out for £200k, including contingency. Work will now focus on the planning application for the scheme as well as detailed design work, with work beginning on site in January when the existing flats become vacant. This project will take two inefficiently configured duplex flats, which presently realise a combined gross rental level of £77k, and create four units (two one-bedroom units and two two-bedroom units) which will bring in an estimated £120k p.a. in gross rental income, an uplift of 50%.

c. Silwood Business Zone – Work will begin over the summer on a refurbishment programme for the toilets and communal areas of the Silwood Business Centre. Lowe Build has been appointed as contractor on the work, which will be carried out under a 13-week programme for £140k, including contingency. The final scheme has the additional benefit of converting an existing toilet into another office, thus enhancing the net lettable area. Further ways of improving the look and feel of the Centre are being developed, with the existing tenants consulted on ways to improve the environment. The performance of the Centre, along with the adjoining Business Park, is being closely monitored, with the refurbishment forming the prelude to a re-launch and marketing drive of the Centre.

10. Planning Schemes – Progress continues in relation to the following projects:

a. Pembridge Annex – Following the rejection of the 14 unit scheme by the Royal Borough of Kensington and Chelsea on the 22nd of March, the project team have commenced work on the re-submission of the scheme, which should be considered in the latter part of the summer or autumn. Re-submission was judged the most appropriate way forward following an independent planning appraisal of the submission. Work is concentrating on re-designing the contentious elements of the design – namely the jagged roof scape and copper façade – and shoring up political support for the scheme. Initial work carried out by the architects on the scheme, PDP, has resulted in the roof scape being set slightly back, so it is less visible from the road. Various other materials have also been considered for the façade, with stone now the favoured option, subject to
a satisfactory price being secured on the materials. The main contractor on the project, ISG, who have been supportive throughout, remain committed to the project, and prepared to stand by the previously negotiated price of £5m.

b. **Wye 3 (Marketing of the Site)** - Four meetings of the Steering Group convened by Ashford Borough Council to ratify Savills’ marketing strategy have now taken place. Following an independent assessment of Savills’ marketing campaign - carried out by DTZ under the instructions of Ashford Borough Council – a positive way forward has now been agreed and the additional period of marketing will finish in December. To date, marketing material has been distributed widely, and adverts have appeared in a number of national newspapers as well as the trade press. A small number of groups have shown interest in the site, with two groups to date meeting the qualifying criteria to receive further information about the site. A party interested in establishing a ‘free school’ on the old Main Campus North, have subsequently withdrawn their interest.

c. **Fisher Hall, Evelyn Gardens** – Attempts continue to shore up political support for the residential care development at Fisher Hall, in the face of opposition from the Conservation Officer. Supportive Councillors have expressed strong support for the scheme, and have written to the Planning office expressing their view that that the application should be heard at committee rather than rejected under delegated powers. An outcome was expected on this is in June, however, the absence of the Borough’s design officer delayed consideration and therefore the proposal has been pushed back to a July date.

d. **Imperial West** – A full progress update in relation to the planning application for the rest of the site, in addition on the planning strategy is being provided to Council in a separate paper to this meeting. Aside from this, the main development since the last Council meeting has been the appointment of Aukett Fitzroy Robinson (AFR) as the architects for Block C, the School of Public Health. They have been the Masterplan architects up until this point, as well as the architect on the postgraduate phase of the development, and were selected following an architectural competition, in which three shortlisted architects gave highly impressive and detailed presentations. Representatives from the School of Public Health, Faculty of Medicine and Capital Projects were present at the competition, and AFR were the unanimous choice of the group. Detailed design work will now commence on the building in conjunction with the end users. Below are two visuals of the successful scheme.
UNITISED SCHEME

11. **Performance** – The portfolio has maintained its sound absolute performance into the year, exhibiting a respectable return of 12.8% for the ten months since July 2010 ahead of both the benchmark (11.3%) and the Investment Target of RPI + 4% (8.5%). However, this level of performance remains necessary to maintain longer term performance in line with RPI +4% as continuing high inflation places ongoing pressure on performance. The latest independent assessment of the performance from Asset Risk Consultants is attached at Annex A for information.

12. **Specific Holdings**

a. **Winstanley Road, Clapham Junction** – As discussed at the previous meeting of Council, a UK pension fund is interested in purchasing the property outright and then leasing the property back to the College directly on an extended 45 year term. Negotiations have been ongoing alongside detailed modelling and analysis to fully understand the implications of this deal on the both the College Fund and core College, and a separate update will be provided on this at the meeting.

b. **Project delivery** - On site, project works are now back on programme internally, but remain approximately 5 weeks behind schedule externally. A recovery programme is in place, and it will not affect the handover date. A show studio on site at Clapham Junction has been opened, which will be used to capitalise on the prime location of the site. Sales of the rooms themselves are going well under the management of the Commercial Services division, with 212 deposits now taken. This figure will be monitored closely over the coming weeks, but it is pleasing that the rate at which bookings are being taken has accelerated in advance of the expected spike in interest in August. Detailed work on the operation of the accommodation is underway, with a Residence Director being appointed by the management company UPP, and detailed operational systems being worked through by UPP, in conjunction with Commercial Services.

c. **Ceres Power** - The domestic Combined Heat and Power fuel cell company parted ways with their chief executive in June. This follows a period of poor share price performance and a review from the Board of the company that determined that new leadership was required to take their product into the market. The share price has stabilised and improved slightly since the decision, but it is unlikely that there will be significant further moves until the replacement is announced. The Board continues to monitor the progress of the company very closely recognising both the market and reputation risk associated with its future progress.

d. **Diabetes Trust** – The Fund received an in specie transfer of £2.5m in shares, funds and cash following the decision to transfer the assets and liabilities of the Heart Disease and Diabetes Research Trust to the College. All non liquid assets and non equity positions have been liquidated. The remaining assets, c.£1.45m of UK equity, has been retained pending a reallocation across the portfolio.

SN
July 2011
The College Budget for 2011-12 includes information which is commercially sensitive and confidential. Therefore it is not included in these published Minutes.
PAPER G

WINSTANLEY ROAD ACQUISITION PROPOSAL

A Paper from the Chairman of the College Fund

This Paper includes information which is commercially sensitive and confidential and consequently is not included in these published Minutes.
MECHANICAL ENGINEERING REFURBISHMENT & AERONAUTICS REFURBISHMENT PROGRAMME (MERARP)

A Note by the Principal of the Faculty of Engineering

WHAT IS THE BACKGROUND/OPPORTUNITY?

1. The Departments of Aeronautics and Mechanical Engineering occupy buildings that contain an unsustainable mixture of poor infrastructure, inefficient space usage and shortage of usable space, amidst some high quality areas of newly refurbished teaching and research space delivered by Phase One of the South-East Quadrant (SEQ) project. There is a pressing need to renew the services within the Mechanical Engineering Building and to provide an environment more suitable for the world leading engineering teaching and research that takes place within these departments. In addition, refurbishment of the Mechanical Engineering Building presents an opportunity to accommodate Aeronautics within the Mechanical Engineering, Annex and Skempton Buildings, through improved space utilisation.

2. In order to plan the capital expenditure requirements, a feasibility study was commissioned to find a solution for the relocation of the Aeronautics Department into the existing Mechanical Engineering, Annex and Skempton Buildings and, at the same time, refurbish the remainder of the Mechanical Engineering Building. The working title for this project is “MERARP” (Mechanical Engineering Refurbishment and Aeronautics Relocation Project).

3. Previous studies to address renewal of the Mechanical Engineering Building, including the SEQ and Refurbishment of Engineering (REP) projects, produced cost estimates that are not viable in the current economic climate. MERARP aims to refurbish the buildings in a way that ensures their long-term sustainability but which avoids the cost of radical restructuring. It addresses the backlog of maintenance issues, the external fabric of the building and the services, plant and infrastructure, which are over 40 years old. The MERARP cost for refurbishment of the existing building and the relocation of Aeronautics is approximately £3,000 per sqm - “new build” is estimated at £6,000 per sqm.

4. Phase One of the former SEQ project delivered world-class research facilities within Levels 0-1 of the Mechanical Engineering Building (£37M). These facilities include provision for the relocation of Aeronautics to the south-east quadrant of the campus. In order to realise the benefit of these new facilities, the relocation of Aeronautics into adjacent space is required.

5. Completion of MERARP will achieve the following outcomes:

   a. Revitalisation of the services within the Mechanical Engineering Building, which have now reached the end of their working life and represent an increasing risk to operations within the building;
b. Extensive refurbishment of the southern column and south-eastern annex of the Mechanical Engineering Building to provide space into which the Department of Aeronautics will be moved, releasing the Roderic Hill and Bone Buildings currently occupied by this department and by Chemical Engineering for other Imperial priorities;

c. Basic refurbishment of northern and central columns of the Mechanical Engineering Building to accommodate the Department of Mechanical Engineering and some office space for the Business School;

d. Connectivity between the Mechanical Engineering and Skempton Buildings to enable the sharing of teaching facilities between the Departments of Civil Engineering, Mechanical Engineering and Aeronautics plus the Business School.

e. Deals with the £9.5M of backlog maintenance that would otherwise be required.

f. Major improvement to the external look of Imperial buildings through provision of modern facades, completing the Exhibition Road, Imperial College Road and Unwin Road elevations of the Mechanical Engineering Building.

g. Improved energy efficiency and reduction in the College's carbon footprint for over 20,000 sqm (3.6%) of the College's estate.

**PRINCIPLES OF THE SCHEME**

6. MERARP embraces the backlog maintenance required to the fabric, plant and services and utilises thermal modelling to ensure that guidelines on acceptable environmental norms are met. The scheme proposed provides natural ventilation wherever possible and air-conditioning only where made absolutely necessary due to large heat gain through large numbers of people or equipment, and also to deal with the noise breakout from adjacent ICT data centre plant.

7. MERARP has considered the optimum phasing of the refurbishment works and the prospective new locations for Aeronautics and Mechanical Engineering have been agreed with representatives from each department on a room by room basis recognising the particular requirements for teaching, research or support functions.

**SUMMARY OF SCHEME DESIGNS AND COST**

8. The projects and current cost estimates within the programme are as follows:
<table>
<thead>
<tr>
<th>Phase</th>
<th>Time</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Preparatory Phase</strong></td>
<td>Design and procurement works</td>
<td>Aug 2011 to May 2012</td>
</tr>
<tr>
<td><strong>2. Phase One</strong></td>
<td>Preparation of Annex as decant space Works in Skempton Building Levels 0-2 Linkage of Mechanical Engineering and Skempton Buildings</td>
<td>Summer 2012</td>
</tr>
<tr>
<td><strong>3. Phase Two</strong></td>
<td>Refurbishment of northern and southern blocks of Mechanical Engineering Building</td>
<td>Jan 2013 to Jan 2014</td>
</tr>
<tr>
<td><strong>4. Phase Three</strong></td>
<td>Refurbishment of middle block of Mechanical Engineering Building (largest area of the building)</td>
<td>Feb 2014 to June 2015</td>
</tr>
<tr>
<td><strong>5. Phase Four</strong></td>
<td>Further works to southern block of Mechanical Engineering Building and Annex. Relocation of Aeronautics into this space.</td>
<td>July 2015 to Sept 2016</td>
</tr>
</tbody>
</table>

9. Council approval for the funding of the Preparatory Phase (£4.5M) and Phase One (£6.9M) is now sought. Phases Two, Three and Four will be brought to Council for funding approval to proceed sequentially as the project proceeds.

10. The total estimated cost for the programme is £65.6M and would be spread over 5 years or an average £13M per annum (the cash flow peaks at £19.4M in the financial year 2014/15) inclusive of construction costs, design fees, surveys, IT infrastructure, furniture, multiple decants, equipment and VAT. This achieves the refurbishment of approximately 20,500 sqm of building floor plate plus the over-cladding of the facades (east, south and west) which will bring the building up to modern thermal requirements (saving energy and carbon), give the building a sustainable future for at least 25 years and improve the external presentation of the building to Exhibition and Imperial College Roads and to Dalby Court. It should be noted that MERARP provides for the refurbishment of the existing building and the relocation of Aeronautics at a cost of approximately £3,000 per sqm, which compares favourably to a “new build” cost estimate of £6,000 per sqm.

11. There are a number of key issues to note regarding the cost estimate:

   a. The internal fabric upgrades proposed are relatively modest. Ceilings are replaced where stripped out to replace services and the wall and floor finishes are replenished. Walls and doors are not changed, but re-decorated. Allowance has been made for 50% furniture replacement, recognising that some furniture is in poor condition and/or may get damaged when decanted.

   b. 40% of the project costs relate to building services: replacement of plant and infrastructure that is over 40 years old and in serious need of replacement – the backlog maintenance needed if this project did not proceed would be in the region of £9.5m.
c. 17% of the costs relate to structural modifications and over-cladding the building in a similar manner to that being implemented for the Annex. As the project will inevitably affect the carbon footprint within the building, the College is obliged (under part L building regulations) to upgrade the fabric. This of course delivers long term energy saving benefits.

d. 7% of the cost is for decanting. The buildings concerned are already occupied and there is a need for decanting, which can be achieved through careful use of the Annex.

12. A summary of the budget is presented below.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refurbishment, upgrading and fit out</td>
<td>£12.5M</td>
</tr>
<tr>
<td>Structural and envelope enhancements</td>
<td>£8.0M</td>
</tr>
<tr>
<td>Building services infrastructure, plant replacement and backlog maintenance</td>
<td>£13.9M</td>
</tr>
<tr>
<td>BREEAM “very good” enhancements</td>
<td>£1.1M</td>
</tr>
<tr>
<td>Decant</td>
<td>£4.6M</td>
</tr>
<tr>
<td>Furniture (50% replacement)</td>
<td>£1.3M</td>
</tr>
<tr>
<td>Research equipment</td>
<td>£3.7M</td>
</tr>
<tr>
<td>Fees</td>
<td>£7.5M</td>
</tr>
<tr>
<td>Inflation allowance</td>
<td>£2.3M</td>
</tr>
<tr>
<td>VAT</td>
<td>£10.7M</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>£65.6M</strong></td>
</tr>
</tbody>
</table>

13. The anticipated expenditure profile is shown below.

14. The Portfolio Review Board (PRB) has already allocated initial funding of £162,680 for the MERARP feasibility study, and both PRB and Management Board have approved the
MERARP scheme presented here. During the approval process, senior management of the College has indicated that the project should include:

a. comprehensive refurbishment of the major lecture theatres contained within the Mechanical Engineering Building,

b. removal of the “asbestos hut”, this will require additional space to be found elsewhere for the current business school occupants.

c. recladding of those facades to Dalby Court and Imperial College Road not included in the initial study.

15. The project team is committed to achieving these additions within the current budget estimate.

DECISION REQUIRED

16. Council is asked to endorse the overall MERARP programme, and to approve funding for the Preliminary Phase and Phase One work packages at a sum of £11.4M.

Jeff Magee - Principal, Faculty of Engineering
Richard Martin - Faculty Operating Officer, Engineering
Steve Howe - Director of Capital Projects and Planning

July 2011

Appendices

1. Indicative Strategic Outline Programme (slide 1)
2. Plans of Aeronautics Relocation (slides 2-5)
3. Elevations of Facade Work (slides 6-8)
Indicative Strategic Outline Programme v8-3
Aero Location – Level 0

Level 0

Key

- Plant
- WC/Shower
- Circulation
- I.C.T.
- Kitchen Area
- Common Room
- Lecture Theatre
- Classroom
- Computer Room
- Cellular Office
- Open Plan Office
- High Level Laboratory
- Low Level Laboratory
- Conference/Meeting
- Store
- Infir
- River

Notes:

- All areas requiring work for Aeronautics more are in colour.
- All areas that are to be shared and don’t require any work are not coloured, but a note in red denotes the area.

- Heavy Structures Lab (shared)
- Hydrodynamics Lab 60.5m²
- Compressor Room 64.5m²
- Supersonic Lab 71.5m²
- New corridor screen added
Aero Location – Level 2

Level 2

Key
- Plant
- WC/Shower
- Circulation
- I.C.T.
- Kitchen Area
- Common Room
- Lecture Theatre
- Classroom
- Computer Rooms
- Cellular Office
- Open Plan Office
- High Level Laboratory
- Low Level Laboratory
- Conference/Meeting
- Store
- Void
- Rose

Notes:
All areas requiring work for FM reasons have been labelled.
All areas that are to be shared and / or require any work are not coloured, but a note in red denotes the area.
Aero Location – Level 3

Level 3

Key
- Plant
- WCs/Shower
- Circulation
- I.C.T.
- Kitchen Area
- Common Room
- Lecture Theatre
- Classroom
- Computer Room
- Cellular Office
- Upper Inter Office
- High Level Laboratory
- Low Level Laboratory
- Conference/Meeting
- Store
- Lift
- Riser

Notes:
All areas requiring work for Aeronautics move are in colour.
All areas that are to be shared and don’t require any work are not coloured, but a note in red denotes the area.
West Elevation Facade Works

Council
15th July 2011

Key
- Replacement of windows (openable)
- Replacement of windows (fixed)
- Overcladding or new cladding to external façade
- New cladding to Annexe (not part of this project)
- Upgrade Existing Facade to Comply with Building Regulations Part L

North Elevation
South Elevation
South Elevation Facade Works

South Elevation

Key
- Replacement of windows (openable)
- Replacement of windows (fixed)
- Overclad of spandrel panels
- Insulated lining to internal face of spandrel panels
- Upgrade or new curtain walling
- Refurbish doors
- Insulated lining to internal face of brick walls
- Upgrade of "hut"
- New Cladding to Annex (not part of this project)
- Upgrade Existing Facade to Comply with Building Regulations Part L
- New louveres
PAPER I

SEVENTH ANNUAL REPORT FROM THE
EQUALITY AND DIVERSITY COMMITTEE (E&DC)

A Report by the Chair of the Committee

INTRODUCTION

1. This seventh Annual Report focuses on progress to date and provides an overview of the major activities undertaken between January 2010 and May 2011. It highlights the systemic changes that still need to be undertaken to promote equality and to be more fully inclusive, and concludes with recommendations for further action.

SUMMARY

2. When Council considered last year’s Annual Report, the Chairman summed up by saying that Council wanted the pace of change to be increased and for the College to be more ambitious in ensuring that no artificial barriers were being put in the way of staff or students, consciously or unconsciously.

3. In light of this, in reviewing progress against last year’s recommendations, we can report on successes which have resulted in quantifiable change. These include: positive action development activities for female academics - to date, 50% of attendees on the Female Academics’ Development Programmes have been promoted; a further two female Heads of academic Departments (HoDs) have been appointed bringing the total to four (20%); while numbers are small, there has been an 8% increase since 07 in women holding the most senior support staff posts; positive action programmes for Black and Minority Ethnic staff (BAME) have resulted in promotion to date for 15% of College attendees; winning four more departmental SWAN Awards to recognise good employment practice for female academic and research staff brings our total to eight; an increase in the disability disclosure rates for staff and students – to 1.8% and 5.7% respectively against national HE targets of 3% and 7.2%; an enlarged disability support team; increasing numbers of students applying to the College who have attended our widening participation and outreach activities – the data is not exhaustive and hard to capture, but the figure rose from 37 in 09/10 to 412 for 10/11; continuing to be one of the Top 100 employers in Stonewall’s Workplace Index at number 87 and gaining more points than the previous year; the expansion of Imperial College Union’s (ICU) student officer welfare team to include officers for most equality-related protected characteristics.

4. The Report also highlights continuing qualitative progress to eliminate discrimination and promote equality, such as the extensive work undertaken by staff and student groups, the continuing high-profile publicity of events and achievements, the training and briefings on equalities and the capability and confidence building achieved via staff development activity.
5. Recommendations from last year which have not been achieved in part or in full are: the introduction of Diversity Champions (in train); applying for the Two Tick, positive about disability symbol, (under discussion within the Disability Action Committee); identifying what action is required so that our databases can include extra fields for monitoring purposes (outstanding); embedding equality in College plans (outstanding); increasing our representation figures, particularly women and those from ethnic minorities at senior levels (in train but slow).

6. With reference to the last point above, in 2010 the Council renewed our representation targets for female academic and research staff with a new date of 2012. In June 2004, our targets were that, by 2010, we should increase the percentage of female academics from 19% to 23% and researchers from 36% to 41%. At 2010, the figures were 20.9% and 39.1% respectively, which show a move in the right direction, particularly for research staff. Progress on reaching the target for female academics remains slow and so our activity to attract and retain these staff must continue to be a priority. Benchmarking with similar institutions is useful to some degree but comparisons cannot be exact because not all data is in the public domain. Female faculty at MIT represent 21% of the total teaching faculty; female academics in SET subjects are often unidentified – female academic totals at the following institutions are: Cambridge 25%, Oxford 24%, UCL 31%. For female support staff, apart from success at the very top, the pipeline is virtually static.

7. Clearly, the College draws on both a national and international market for its research and academic staff but most other roles are filled by those who live in the London region. The percentage of known BAME staff overall is increasing – from 21.6% at Nov. 09 to 22.4% at Nov. 10, with this increase mostly accounted for by research staff. Our target, set in 07, is to increase the overall representation of BAME staff by at least 1% every two years.

8. Our representation benchmark for support staff is the percentage of working age ethnic minority people in Greater London and the latest figure shows that this is 35.5%\(^1\). The College’s known support staff representation is 23.5% and so there is some way to go to come near to matching this even allowing for some of the specialist types of roles at the College. Benchmarking, using 2010 figures, show a known support staff figure of 21% at UCL and a known figure of 19.5% at King’s. We are comparable, therefore, but Imperial has seen virtually no change since 07 in the percentage representation of known BAME support staff at Levels 1-6 and there continues to be no known BAME staff at Level 7.

9. Our priorities remain as follows and the recommendations that are set out at the end of this Report are designed to help meet them:

- to widen understanding of, and extend commitment to, equality and inclusion, through comprehensive training and by ensuring that staff and students comply with our policies and procedures;
- to integrate equality and inclusion issues for staff and students more fully into departmental plans and College strategy;

• to continue to address gender and ethnic origin representation for staff and students;
• to continue to improve the support provision for disabled staff and students.

EQUALITY ACT 2010

10. Meeting our legal obligations remains an important activity and, over the past year, we have been preparing for the Equality Act 2010. The Act protects people in employment, education, and service provision from discrimination, harassment or any other detriment because of any of the following ‘protected characteristics’ – age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief (including non-belief), sexual orientation and sex (gender). Compliance not only ensures the College meets its statutory and corporate responsibilities, it also provides Imperial with a mechanism for fulfilling social justice obligations placed on public institutions – an important feature of which is increased transparency in the working and studying environment.

DISABILITY EQUALITY

11. The Disability Action Committee (DAC) continues to oversee staff and student-related matters and local support is provided by the Departmental Disability Liaison Officers (DDLOs). Staff and student focus groups, and a cross-College student survey, have been held over the past year and the information provided is being used to inform our procedures and our Disability Equality Scheme. A major audit project on access issues has begun and a leadership programme for disabled staff has been launched.

12. Over the past two years, we have been working with the Equality and Human Rights Commission (EHRC) to review our written and web communications, along with improving consultation and proactive engagement with staff and students. To date, our main focus of activity has been targeted at students but it is clear that we now need to build our provision for disabled staff. The recommendations from the Disabled Employee Focus Group held in March 2011 are especially useful at highlighting the priority actions which need to be addressed and these relate to recruitment and induction, training staff on their managerial responsibilities and the quality and consistency of information about disability. It is envisaged that the introduction of the Disability Support Contact scheme for staff will be a valuable addition.

13. The disclosure rate for students has risen following intensive efforts to encourage disabled students to feel comfortable doing so. In 04/05, 202 (1.7%) students declared a disability. This rose to 801 (5.4%) at April 2010 and, currently, it stands at 890 (5.7%). The percentage remains below 6% because total student numbers increased 4% from 09/10 to 10/11. Figures for the UK show that, of those students for whom information is available, the proportion known to have a disability was 7.5% in 08/09\(^2\) (7.2% within SET subjects). Clearly, we have some way to go to meet this national average. Looking at the source HESA statistics upon which the ECU report is based, however, indicates that, generally,

\(^2\) Equality Challenge Unit (ECU) Equality in Higher Education Statistical Report 2010
more female students than men declare they have a disability. We will continue to work hard to encourage disclosure but, given that our student population is nearly 64% male, we should not be too disheartened by our rate. The picture is somewhat different regarding staff. While declaration increased from 0.1% to 1.8% over the past year, this is lower than the national average of 3% in UK HE institutions. Our targets for both staff and students will be, at least, to match the national UK average.

14. Support for disabled students increased with the enlargement of the Disability Advisory Service (DAS) whereby a full-time administrator and a full-time specialist Dyslexia Tutor Assessor (who also deals with learning difficulties generally) joined the unit. This latter appointment is of particular note given that dyslexia is by far the most commonly declared disability. When analysing the figures for applications and admissions for disabled students, it is encouraging that, overall, 25% of applicants who had declared a disability were admitted (25% PGR, 29% PGT, 22% UG) compared with an 18% admission rate for all applicants (24% PGR, 16% PGT 18% UG).

15. The latest attainment statistics for first degrees (09/10) show that 72% of students who declared a disability gained a first or a 2.1, compared with 79% for all students. Clearly, this is an example of important data which will continue to be collected and monitored.

16. The work of the DAS is having impact outside the College e.g. the Head of the Disability Advisory Service is a member of the Exhibition Road Access Group, working with Kensington and Chelsea to ensure that disabled people are well-served by the major alterations which are taking place. Additionally, a visiting, disabled researcher from Bilbao spent a couple of months with the team preparing a report recommending how disability services might best be organised within Spain and Chile.

GENDER EQUALITY

17. The Academic Opportunities Committee (AOC) is responsible for leading on gender equality for female academic staff. Further progress has been made with another four departments being awarded Athena SWAN Awards (six departments have Silver and two Bronze). This makes Imperial one of the most active in respect of attempting to maintain a level playing field. The AOC is, however, aware that the tremendous effort in gaining these Awards must be sustained if the College is ever to win Athena Gold and a report was commissioned to identify what hurdles still exist. It found that, while HoDs were very supportive, the effort required in gaining the Award generally fell to a small number of female staff, the data requirements were extensive and it was a labour-intensive exercise to apply and then maintain activity. In response, a bid has been made to increase the central staffing resource so that departments are provided with more support both pre and post the SWAN application process.

18. The Elsie Widdowson Fellowships, designed to enable female academics returning from maternity leave to concentrate on their research, were established by the AOC and a total of 42 have been awarded as at Jan 2011. Take-up has increased over recent years and has been a key factor in recent appointments and for retention. A survey of recipients

3. As above (latest staff disclosure for Cambridge - 3.4%, Oxford - 4.1%, UCL 1.47%)
was undertaken in 2010. The response was extremely positive, with all respondents reporting that the fellowship had been very beneficial for their career.

19. The AOC’s Female Faculty Ambassadors continue to play an important role in raising gender equality matters with the Faculty Principals and their management teams. Their number increased this year when the Faculty of Medicine appointed two Ambassadors, one clinical and one non-clinical.

20. National and local results from the 2010 Athena ASSET Survey of academic and research staff were analysed by the Committee. 990 responses had been received from Imperial out of 7093 and so the results were of significance to us. In general, the themes that arose were not new and so underline the necessity for the College to continue to focus on support for female academic staff. Appendix 2 shows that the proportion of female academic staff remains virtually at a standstill at 20.9% (19.6% in 2007) and so the effort must be sustained. The proportion of female research staff has increased by 2.2% in the same period (from 36.9% to 39.1%), which is a sign that the pipeline population is gradually growing. There has also been a relatively high percentage of females on our prestigious Junior Research Fellow scheme – 33% in each of the 09 and 10 cohorts, and it is heartening that our female professorial number is increasing (60 (11.5%) in 2007 and 73 (13.5%) in 2010).

21. The general gender split figures for the College remain largely unchanged over recent years with male representation at 57.3% and female at 42.7% in 2010. There has been a change at the very top of the support staff grade with an 8% increase since 2007 of women at Level 7 but, generally, the College is not a beacon in terms of its support staff grades, whereby we continue to reflect a common pattern in organisations of male dominance at the senior levels – see Appendix 2, Levels 5-6 and 7. There has also been a rapid increase of women being appointed to academic HoD posts where 20% of those heading up the major academic departments are women compared with one three years ago. These statistics indicate that we must continue to provide relevant development opportunities to enlarge the pool of potential senior managerial staff.

22. The results of the recent staff survey (see para. 51) are being analysed currently and this will be used to help identify and address any gender inequality issues raised by men or women at any level in College.

23. Equal pay audits are undertaken annually, focusing on gender and ethnicity. Local pay relativity assessments are also undertaken, and discrepancies are identified and anomalies addressed.

24. Student numbers have continued to increase and, in 09/10, there was a 4% increase in total female students and 5% in male. The gender split has remained largely constant over recent years at just over 36% female. An assessment of the first degrees obtained in 09/10 (excluding MBBS degrees which are pass or fail) shows that male and female students are awarded firsts near enough in proportion to their representation (35.5% of female students were awarded a first degree and 33% of female students gained a first). In 09/10, in respect of applications and admissions for all courses, 65% of applicants were male and 35% were female and they were admitted 62% and 38% respectively. Clearly, the
College needs to continue its work to increase applications from females. Attracting students generally will be the major objective addressed by the newly-created Director of Student Recruitment post.

25. The students’ society Women in Science Engineering and Technology (WSET) has continued to provide valuable support to both current and potential female students by organising Open Days, careers talks and networking events, as well as celebrating International Women’s Day with a charity fashion show and film screenings. The society has been joined this year by a Gender Equality Officer. ICU also held performances of the play ‘The Vagina Monologues’ in February which raised global gender issues for the mixed-sex audience and raised over £1,000 for charity.

**LGBT EQUALITY**

26. Imperial 600, the College’s staff lesbian, gay, bisexual and trans network (LGBT) can claim significant progress. While falling to 87th place from 79th last year in the Stonewall Workplace Index survey, Imperial scored more points than previously and is aiming to be in the Top 50 in 2012. In the coming year, we will need to increase our monitoring of sexual orientation, educating staff on why confidential disclosure is beneficial, and be more explicitly inclusive in our policies and procedures. Membership of the group has increased since last year and new staff are now joining. Anecdotally, some say it is because the Index provides a powerful message about the working environment. Generally, however, academic staff are more reluctant to be open about their sexual orientation. We will work with Imperial 600 to gain further insight, and will analyse the College survey results to identify if there are any actions that can be taken to address this point if appropriate, and any other workplace sexual orientation and trans issues generally. The College has inspired other Russell Group universities to complete the Index and is increasingly working in collaboration with Equality Advisers across the sector, e.g. extending networks and supporting local and regional initiatives.

27. IQ, the students’ LGBT society continues to be very active, serving a vital social, welfare and representational role. Film screenings, club nights, book club events and meals have been organised throughout the year, with at least one event a week. Members also played a major role in campaigns, had a significant part in ICU’s Diversity Week and expanded their LGBT History Month campaign. They have been supported throughout by the Union’s Equal Opportunities and LGBT Officers. Their work was recently recognised by Deutsche Bank who granted sponsorship of £500, effectively multiplying their budget nine times. The College also subscribes to *Starting Out*, the first national guide for students and job hunters who want to choose a gay-friendly employer.

**RACE EQUALITY**

28. The College’s race equality network, Imperial As One (IAO), merged with its Imperial College Healthcare NHS Trust counterpart in 2009 in attempts to widen BAME membership, extend professional networks, share experiences and learning, and provide mutual support and resources. Collaboration has taken the form of Trust employees attending two of the
**iLead** programmes, and staff attending events such as Creative Futures, and acting as inspirational role models.

29. The Creative Futures outreach initiative continues to go from strength to strength. Demand for places on the four workshops held in October and November 2010 was high and 120 pupils took part in a series of interactive workshops led by members of IAO. Representatives from the students’ African Caribbean Society and Imperial’s Junior Research Fellows lent their support on the day by also providing speakers and acting as role models. Feedback from teachers and pupils was very positive with many commenting on how the opportunity gave them time to experience scientific endeavour while also being inspired by students and staff who are committed to playing their part in this type of community engagement.

30. The ethnic origin staff data, Appendix 3, continues to reveal a generally static representation overall of just over 22% for BME and other staff, and representation at the more senior levels remains low. In response, and in order to build capability, considerable effort has gone into two specific positive action leadership initiatives, the Stellar and **iLead** programmes (see para. 43), as a means of addressing under-representation. Our recruitment and selection training is also key to ensuring that the ‘gatekeepers’ are non-discriminatory and, following the Equality Act 2010, recruiters are now briefed on the positive action recruitment decisions that are allowable under the law.

31. We have also increased the range of anti-racism training and briefings with the aim of increasing awareness and enhancing competencies for staff responsible for addressing and eliminating all forms of unlawful discrimination.

32. Recent press coverage, using statistics from HESA, has highlighted that only 50 British professors are Black\(^4\) (0.4%). When those from overseas were included, the figure rose to 75 and remained at 0.4%. Commentators highlighted that these figures matter in terms of aspiration, ambition and role models and, clearly, these issues are vitally important. At Imperial, analysing the statistics of those who have declared their ethnic origin, the percentage mirrors the national picture i.e. 0.4%. Unless we recruit, this situation is unlikely to change very rapidly via promotion given that there is only one other academic known to be Black.

33. Appendix 4 shows the ethnic origin of students where known. Unfortunately, UCAS is responsible for collecting this data for undergraduates and a significant number refuse to provide the information, making meaningful analysis difficult. Within HE generally, the proportion of known BAME students is increasing, with the percentage of Black students increasing at the fastest rate (from 4.4% to 5.7% in six years)\(^5\). For 09/10, the percentage of students with a known Black\(^6\) background at the College was 4.2%. Turning specifically to applications and admissions, in 09/10, 8.5% of Black applicants in total were admitted compared with 27% of applicants with a declared White background. The largest discrepancy in applications and subsequent admissions was in the applications for PGT

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4. The Guardian 27 May 2011


6. Black in this context is Black African/Black Caribbean/Black Mixed/Black Other
courses whereby 1801 applications were received from Black applicants and 140 were successful (8%). Prospective PGT students who declared a White background were 31% successful. The success rate for Black undergraduate applicants was over 11% and 20% for those who declared themselves as White. These statistics indicate that, along with our admission of Bangladeshi students, an analysis of admissions procedures could prove a useful and informative exercise, particularly in the light of the future fees increase.

34. Student activities to promote good race relations have gone from strength to strength with student societies not only continuing to hold large and impressive cultural events such as International Night, East Meets West and Afrogala, but also being more involved with campaigns. Notable examples were events organised by the Afro Caribbean Society to celebrate Black History Month.

RELIGIOUS BELIEF

35. The Chaplaincy Centre meeting rooms and prayer rooms are used by student and staff faith groups from a wide range of religious traditions e.g. Baha’i Society, Buddhist Society, Catholic Society, Christian Groups, Hindu Society, Islamic Society, Jewish Society, and Sikh Society. October 2010 also saw the formalising of the College’s relationships with visiting Faith Advisers from Buddhist, Hindu, Jewish and Muslim traditions. An additional multi-faith prayer room has also been added, giving much needed support to student groups.

36. Collaboration between the Chaplaincy and the Equalities Unit continues to add value to the College’s general support for those who are religious, and activities are being increasingly mainstreamed throughout the College where appropriate. These include tailored faith and faith-related training programmes involving specialist input and co-delivery by the Chaplain, ranging from ‘Imperial Insights’ the induction day for new staff, formal workshops, to programmes on medical ethics and death and bereavement.

37. The Imperial branch of Interfaith (a student-led initiative to promote good relations between different faith groups) has continued to thrive. In addition to launching a website, the group held a Fresher’s Meet and Greet, hosted a freedom of speech event with the Minister for Communities, held a Faith and Law debate which attracted approx. 90 people, and visited the House of Lords to meet Lord Harries, retired Bishop of Oxford. The ICU’s Interfaith Officer devotes significant time to resolving issues arising with faith societies and working with the Chaplaincy has proved very useful. A grant of $750 from the US Interfaith Youth Core has been received for charity activities.

TRAINING AND DEVELOPMENT

38. The range of staff development activities available for all staff groups is a strength. Recognising the bottlenecks and barriers to advancement has led to a significant number of activities designed for managers and individual staff members, together with general briefings to underline the personal responsibilities all employees have in respect of equality and inclusion. Targeted training has ensured that student-facing staff and academics have undertaken relevant programmes and 20 Harassment Support Contacts attended refresher
training in February 2011. All new staff who attend the College’s induction programme *Imperial Insights* are briefed on the College’s commitment to equality and inclusion. They are also briefed on their responsibility for ensuring meaningful commitment on a day-to-day basis.

39. The major staff development providers in College are the Educational Development Unit (EDU), the Learning and Development Centre (LDC) and the Post Doc Development Centre (PDC). The Graduate Schools provide extensive transferable skills training for postgraduates and the Careers Advisory Service, whose main focus is students, also provides guidance and practical help.

40. As the principal provider of learning and teaching development, the EDU has a major role to play in educating participants in special learning needs and the different learning styles of diverse students. In 09/10, 1115 staff attended workshops. The LDC offers a wide range of programmes and 1675 staff attended development programmes with a specific management or personal effectiveness remit (many of which include equality matters), and a further 1200 post docs attended personal development courses – our research staff are our most ethnically diverse staff group. The LDC and PDC, in particular, provide considerable personalised support for staff from under-represented groups.

41. In addition, in 09/10, 170 staff attended courses with a distinct equality theme e.g. *Disability Equality Training* or *Promoting Equality and Diversity*. Attendance at these courses was generally in proportion to staff representation. While 26 staff attended *Disability Equality Training for Wardens*, 11 staff attended *Disability Equality Training for Senior Staff*, and approximately 30 Tutors and admissions staff attended disability briefings, generally take-up by senior staff and academics needs to be improved.

42. Positive action gender development initiatives have included: *Communicating Positively for Women, Female Academics’ Development Centres* (preparing female academics for future leadership roles) and delivering *Springboard* to postdocs.

43. Targeted talent management programmes have included: *Horizon, ILMDP* (Imperial Leadership and Management Development Programme), *Academics’ Leadership Programmes, iLead* and *StellarHE* – all strategic leadership development programmes, with the last two designed specifically for BAME staff. *Horizon* and *iLead* have seen evolutionary progress whereby evaluation and impact are consistently measured, ‘master’ classes included, mentoring programmes extended, networking opportunities increased, and ongoing individual development opportunities offered. *Horizon* included a compulsory module on the manager’s responsibility for equality and diversity, with the theme being woven into other modules, such as, Inspiring and Leading Others. The *StellarHE* programme won funding from HEFCE, attracted nine other HEIs and was a first in the sector for this kind of collaboration. The success of the *iLead* programme, delivered over the past three consecutive years, was instrumental in piloting the StellarHE programme nationally and inspiring Imperial College Healthcare NHS Trust and Ernst & Young to deliver their own leadership programmes for diverse leaders.

44. We have developed *Imperial Expectations* – a simple framework that each manager will use with his or her staff as a prompt on appointment, at end of probation and on
promotion. This framework will be implemented later this year and it will assist us to get across a clear message about what the College expects of its staff. Responsibility for equality and inclusion is an integral theme.

WIDENING PARTICIPATION

45. The College’s Outreach activities continue to provide excellent support for a range of schools and disadvantaged populations via a wide range of initiatives such as mentoring and tutoring, the Reach Out Lab, Summer Schools, Open Days and student volunteering. The Outreach office measures its impact where practicable. It is seeing an increasing number of applications from pupils who, previously, had attended an Outreach event, together with an associated rise in unconditional offers. In 09/10, 37 applications were received with 12 unconditional and 5 conditional offers being made; in 10/11, 412 applications were received with 115 unconditional and 34 conditional offers being made. Of the 115 unconditional offers to applicants with a known social class descriptor, the breakdown was as follows: 46 higher managerial/professional; 5 intermediate; 17 lower managerial/professional.

Collaboration with the Equalities Unit has also increased the numbers of state school pupils attending workshops, summer schools, and a wide range of activities, such as Creative Futures referred to in para. 29. Partnership work with IntoUniversity continues and a visiting intern provides support and coordination with activities. These programmes serve to encourage the continuance and take-up of science subjects with the ultimate aim of improving access levels from under-represented students to Imperial and the Russell Group generally.

46. The increase in targeted activities aimed at attracting and raising aspirations of disadvantaged pupils, in particular, to apply to Imperial has seen increased engagement and participation from the College’s clubs and societies e.g. the African Caribbean Society’s Welfare Officer is supported by the Equalities Unit in facilitating and resourcing outreach visits and in-house events. Other student-led outreach activities include RoboGals and ICBuddies.

COMMUNICATIONS, EVENTS AND INVOLVEMENT

47. As part of our efforts to engage with the College community and raise awareness and understanding of equality and anti-discrimination, high profile speakers have been invited to both Hammersmith and South Kensington campuses to engage and create greater participation. For example, in June 2010, Jane Elliott, the subject of eight critically acclaimed documentaries and winner of multiple awards, delivered a presentation and Q&A session on the problems of racism, sexism, ageism, homophobia and ethnocentrism.

48. To celebrate female success in scientific endeavour, Professor Julia Buckingham gave our 10th annual Athena Lecture in June 2010. The AOC also hosted events to provide opportunities for female academics to socialise and network, with each other and with senior staff.
49. Our Communications Division continues to play an important role in underlining the importance of equality and inclusion in College. A regular flow of articles have been published on the top level 'News' page of our website and in Reporter, all of which help to raise the profile and celebrate achievements. Notable news articles over the last year included: Imperial’s place in Stonewall’s Workplace Index; the College’s role in spearheading the HEFCE-funded StellarHE leadership programme to help address under representation; four departments winning Athena SWAN Awards; the fifth Creative Futures event designed to inspire young BAME pupils to consider science and higher education. In addition, Reporter ran a two-page feature on the achievements of the AOC since it was established, and it regularly includes the column ‘Cross Culture’, which provides staff and students with an opportunity to share details of their cultural heritage, demonstrating the diversity of Imperial’s community.

50. The views and comments of members of the Trades Unions and the staff advisory groups e.g. IAO, Imperial 600, Disability Staff and Student fora, are sought regularly, particularly when developing and revising policies and procedures as part of the equality impact process. Invaluable feedback is provided as a result of this active involvement and consultation.

51. A comprehensive staff survey was undertaken at the beginning of 2011 asking staff for their views on the working environment and what might need to be improved. The response rate was 59%. The findings are being shared at open meetings chaired by the Rector and, once the information has been disaggregated, it will be shared with each Head of Department in order to address any problem areas and also to share good practice. The data will be cut in many ways, including in respect of the protected characteristics referred to in para. 10 above, so that equality issues can be addressed. At this early stage, the key conclusions are that, on most measures, the majority gave a positive response about Imperial as a place to work. Of concern generally, and particularly in relation to equality and inclusion, one in seven said that they had experienced or witnessed any form of discrimination, around one in four said that they had witnessed or experienced any form of harassment or bullying, and one third felt they could not express an opinion without fear of negative consequences.

52. In March 2011, the Students’ Union coordinated a successful ‘Diversity Week’ following last year’s ‘One World Week’ event. The week raised awareness of equality issues and celebrated diversity, focusing on disabilities, race, gender, faith and sexual orientation.

**SYSTEMIC CHANGES NEEDED**

53. Imperial has an opportunity to build on, and extend, progress and become a beacon of excellence for equalities and diversity in the sector. As an exemplar, we would continue to inspire others whilst attracting and retaining excellent staff, students, and Council members from as wide a pool as possible.

54. Although Imperial has made great efforts to change the culture of the College, with some real successes, there is still much to be done to embed and mainstream equalities and diversity at the structural level, and this is particularly important with increasing globalism
and our desire to continue to be a world-leading academic institution. The College devolves a considerable amount of responsibility and accountability to Departments and Divisions, and while responsibility for equality is given generally, expectations and requirements are not sufficiently specific.

55. A greater commitment to effect change is required if senior decision-making bodies are to become more diverse and inclusive, particularly of ethnic minority men and women as this group remain under-represented, especially in leadership and decision-making roles.

56. Given our current range of staff and students, and our desire to welcome many different nationalities to work and study here, we should seek to have multicultural teams and team leaders. Greater and improved communication across race and gender lines would be beneficial, and continuing engagement and consultation sought with minority staff and students to avoid overlooking valuable perspectives. Curricula development should reflect different groups’ traditions/histories where relevant, and new pedagogies be adopted to meet diverse learning needs/styles.

57. Incidents of discrimination and harassment should be confronted and dealt with. Conflict resolution mechanisms should be widespread with mediation and informal interventions considered at early stages of conflict when most appropriate.

**ACTIONS FOR 2011-2**

58. In the coming year, we will work to meet the priorities outlined in para. 9 above by:

a. Increasing the number of equality briefings and training as a method to help effect change, focusing initially on further sessions on harassment and bullying;

b. Inviting our diversity networks to decide if they would wish for a ‘Diversity Champion’ to act as an executive sponsor;

c. Continuing to provide multicultural retention, mentoring and positive action programmes, e.g. *iLead*, Creative Futures, Development Centres for Female Academics, Springboard, and other specialist development activities e.g. for disabled staff as methods of helping to widen the talent pool;

d. Continuing widening participation and outreach activities, specifically targeting those from under-represented groups;

e. Analysing the admissions process for students to identify if there are any actions that might be taken to increase the admission of under-represented groups;

f. Establishing two working groups under the auspices of the E&DC – one for staff and one for students – to identify two priorities each and highlight what actions would make the most difference to strengthen equality and inclusion;
Continuing to respond to the requirements of the Equality Act 2010 as a significant driver for change;

Responding to the key equality issues arising from staff and student surveys;

Continuing to support the valuable equality work of our student groups and officers;

Implementing ‘Imperial Expectations’ for those with managerial responsibilities - these underscore the behaviour required of our staff and include expectations in relation to inclusivity and equality;

Continuing the work to improve provision for disabled staff and students;

Continuing the work to ensure we are a Stonewall Top 100 employer;

Continuing to benchmark;

Improving data capture for monitoring purposes.

The Management Board has considered this report and has requested that, by the autumn term, we also:

Review in detail the recent staff survey to understand the specific equality and diversity issues that have been raised and identify the appropriate specific actions which the Management Board will then implement. This could include, for example, requiring the incorporation of equality and diversity actions explicitly into departmental/divisional plans;

Agree what more can be done to ensure as wide a pool as possible for recruitment, given that recruitment processes are devolved to departments and divisions and do not always involve HR staff in the selection processes. This could require, for example, more publicity and endorsement of the current College policy on the need for diverse panels and also mandatory anti-discrimination training for staff who are ‘gatekeepers’ e.g. wardens/admissions tutors and those responsible for recruitment and selection. It might also require proactive encouragement of female and BAME academic and senior support staff to apply for vacant posts and use of targeted advertising/searches where there is significant underrepresentation.

Decide whether the provision of additional resources for equality and diversity activities would result in quantifiable improvements. If more resources would see a noticeable improvement, what level of resources would be required and how could progress against resource investment be measured?

Council is asked to:

Note the activities that have been undertaken and the areas which have been identified as requiring action to ensure improvement;
b. note that Management Board will agree additional actions in the autumn.

Edward Astle – Chair of the Equality and Diversity Committee
July 2011
Appendix 1

DIVERSITY OVERVIEW – ALL STAFF AS AT NOVEMBER EACH YEAR

Gender

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## GENDER OVERVIEW – STAFF

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## ETHNIC ORIGIN OVERVIEW - STUDENTS

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# Appendix 6

## ETHNIC ORIGIN OVERVIEW – UNDERGRADUATE DEGREE AWARDS

### Undergraduate Degree Awards by Ethnicity

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<thead>
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<th>Academic Year</th>
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<th>2B</th>
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<th>Pass</th>
<th>Aegrotat</th>
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<td>333</td>
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COLLEGE HEALTH AND SAFETY MANAGEMENT

1. The development of the College Health and Safety Management System has continued. The major milestone achieved during this reporting period is the implementation of a College-wide computer-based health and safety audit system, iCheck, which is based on a commercial package produced by HASTAM who carried out the first external health and safety audit of the College’s Safety Management System.

2. The College Health and Safety Policy Statement was reviewed and a revised version signed by the Rector. The new statement has been uploaded onto the College’s web pages and can be found at: http://www3.imperial.ac.uk/safety/policies/handspolicystatement

3. 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, 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. Membership of the Committee, which is now chaired by the College Secretary, includes the Principals (or Deputy Principals) from each of the Faculties. The Committee has two sub-committees reporting to it: the College Health and Safety Consultative Committee; and the Nuclear Safety Committee. It has approved new policies and reviewed safety audits undertaken by the College Safety Auditor.

4. 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 2009/10. 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.

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

6. A Joint Safety Advisory Group has been set up comprising existing Safety Officers/Advisers from both Imperial College and Imperial College Healthcare NHS Trust. The Group acts as a focal point for the discussion and decision-making processes for any safety-related matter that may arise and that impinges on 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. The Group also provides a formal forum by which the College Safety Officers...
and the Trust Safety Advisers can consult each other should they be made aware of an issue that may affect the other party.

SIGNIFICANT HAZARDS

7. **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; and, fieldwork. College policies 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. A policy on Plant Health Controlled Material has been introduced and the policy on the Deliberate Use of Biological Agents was revised. The College Ionising Radiation Policy and the majority of its supporting documentation were also reviewed.

8. **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.

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

10. **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.

11. **Chemicals:** Following the findings from the Audits of the Department of Aeronautics and the Department of Chemistry, and the feedback from the Health and Safety Executive survey of work with nanoparticles in various departments at the College, 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.

OTHER HAZARDS

12. **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.

13. **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

14. An External Review of College Health and Safety Management System has been undertaken by HASTAM. Their overall findings were that the College had made significant improvements in health and safety since the previous audit and that the College Health and Safety Management System was broadly compliant with the Health and Safety Executive’s guidance *Successful Health and Safety Management* (HSG65). However they noted that this document had been superseded by an internationally recognised standard BS OHSAS 18001 *Occupational Health and Safety Management Systems* and the Review recommended that the College adopt this approach. The Review also made specific recommendations on: Risk Assessment; Performance Measurement; Accident Investigation; Competences; Audit; and, Committee Structure. The Central Secretariat and the Safety Department submitted a Management Response to the Review and this has been incorporated into the Final Report. The Central Secretariat and the Safety Department have also prepared an Action Plan in response to the individual recommendations contained within the review; this will be presented to the College Risk Committee at its first meeting in March 2011.

15. The results of the first 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, Competence.

16. **In-depth audits** of the Kennedy Institute and the Department of Chemical Engineering have been carried out.

ACCIDENTS AND DANGEROUS OCCURRENCES

17. 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.

18. 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

19. 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.

20. Specialist Inspectors from the Health and Safety Executive visited the College on 17 November and 1 December to investigate a laboratory exposure incident involving a GM strain of *Legionella pneumophila* which occurred on the 6 October 2010 in the Flowers Building. Following their first visit the HSE served an Improvement Notice on the College, stating that they are of the opinion that the College has breached Section 2(1) of the Health and Safety at Work etc Act 1974 and Regulation 5(1) of the Management of Health and Safety at Work Regulations 1999. Following their second visit Dr Jonathan Gawn has written to the College concluding his investigation into the incident and raising several issues which the College needs to address. The Health and Safety Executive gave serious consideration to undertaking legal procedures and issuing further enforcement notices but decided that it was not in the public interest to pursue this course of action. Nevertheless the letter highlights several breaches of legislation which need to be addressed by 18 February 2011; some of them are specifically identified, while others are not. The letter focuses on activities in the Department of Life Sciences, where the incident took place, but the HSE point out that the College needs to assure itself that the issues evident in the Department of Life Sciences are not apparent in other relevant departments.

Ian Gillett
College Safety Director

July 2011
Graph 1 showing results from two question sets from the “ICL Policy” ICheck/CHASE audit

Arrows indicate non-scoring or low-scoring department – explanations below

1. Libraries – not yet completed
2. Institute for Clinical Sciences – not yet decided to whether to use this system, as already audited by MRC (Meeting has been arranged between MRC auditor and College auditor)
3. School of Public Health – not yet completed (HoD away and under-resourced until new CSM starts at end of month)
4. Undergraduate Medicine – not included on this occasion and operates differently to other departments
5. Mathematics – not yet included (agreed between auditor and FOO)
6. Incubator – no return as yet, but operates differently to other departments (two employees but high risk because of tenants’ activities) – Director Estates to comment
7. HR – typical profile of a “low risk” area – HoD still to be visited
8. EYEC – HODs section not completed as EYEC person completing thought Head of HR would complete
9. Outreach – operates differently to other departments, and nascent SMS – HoD still to be visited
**Graph 2 showing Faculty summaries – for both completed sections**

**Reactor Centre** – Only two answers did not score (Are members of the department who have specific safety training duties, trained to train rather than instruct?” and “Do you have effective arrangements for identifying the need for refresher training?”

**Faculty of Medicine** has recently been restructured and the results initially appear to reflect this. In fact the average appears low because of the 3 departments who had not completed it. See further graph for individual department results.

**Support Services** – similar to above – individual departments completing have reasonable scores (see Graph 1)
Graph 3 Faculty of Medicine – in detail

Graph shows the five departments who completed the two sections performed well in the (unverified) audit.
Graph 4 and 5 showing responses for same questions asked in April 2009 and April 2010

Graphs show compliance changing as departments take their responses more seriously. Some changes are due to restructuring (as in Medicine) so like cannot be compared with like.

Faculty of Natural Sciences has been verified as showing a genuine improvement.
ICL Policy May 2010 - questions

1.6.1.11. Do staff in your department identify the health and safety training needs of those who work for them (ie by using the College Training Matrix to identify the mandatory and advisory training requirements for each job category)? [Faculty to ask depts to verify and implement]

1.6.1.6. Are those responsible for supervision provided with adequate health and safety training? [Safety Dept to verify]

1.1.14. Do you have a system for maintaining and reviewing a list of all hazards with associated significant risks in the department? [Faculty to ask depts to verify and implement]

1.1.6. Does the department have a current code of practice describing how it will implement the College health and safety policy? [Safety Dept to verify]

Graph 6 showing responses to four key questions 2010 ICL Policy:
Selected for verification, implementation and reporting back to next meeting

1.6.1.11. Do staff in your department identify the health and safety training needs of those who work for them (ie by using the College Training Matrix to identify the mandatory and advisory training requirements for each job category)? [Faculty to ask depts to verify and implement]

1.6.1.6. Are those responsible for supervision provided with adequate health and safety training? [Safety Dept to verify]

1.1.14. Do you have a system for maintaining and reviewing a list of all hazards with associated significant risks in the department? [Faculty to ask depts to verify and implement]

1.1.6. Does the department have a current code of practice describing how it will implement the College health and safety policy? [Safety Dept to verify]
ACCIDENT REPORTS

1. During the Calendar Year 2010, 286 work-related accidents were reported to the Safety Department. This represents a decrease of 3% when compared to 2009 (295).

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 five 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 five years is as follows:

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<th>Year</th>
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<th>Accident Rate per 1000 - Staff</th>
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REPORTABLE ACCIDENT SUMMARIES
1 January 2010 to 31 December 2010

Struck by moving, including flying or falling, object (1 incident)

10/188R Undergraduate student, Civil & Environmental Engineering, Room No. 240, Skempton Building – 17 April – A large piece of metal fell on the student’s foot as they removed some barriers that were restricting an area in the laboratory as they walked through it. It was reported that the person was talking on the phone at the time. Security attended and First Aid was administered. The person was taken to hospital for further treatment and was found to have a fracture of the foot.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02894845

Struck against something fixed or stationary (2 incidents)

10/080R Undergraduate student, Medicine, Basement, Reynolds Building (Charing Cross) – 22 February – Whilst rushing along a corridor, the student pushed the glass panel of a fire door resulting in the glass breaking. The student sustained a deep laceration to the hand. The student was immediately taken to hospital for treatment - the injury required an operation. The Building Manager arranged for the panel to be replaced. The Safety Department recommended a glazing survey of the building and all other similar buildings to be undertaken.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02801507.

10/087R Undergraduate student, Physics, Great Hall, 2nd floor, Sherfield building – 28 February – The individual scraped their head against a metal corner beneath the raked seating. Security attended and First Aid was administered. The person was then taken to hospital where the cut was cleaned and glued.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ - HSE Reference No. 02816439.

Injured whilst handling, lifting or carrying (6 incidents)

10/049R Undergraduate student, Materials, Room No. 55, Lower Ground Floor, RSM Building – 3 February – Whilst the student was cutting a thermo plastic sheet with a Stanley knife in preparation to mould, the knife slipped and caused a cut on the arm. First Aid was administered and the person attended hospital where the wound was stitched and the person given a tetanus injection. It was advised that the student did not follow the correct procedure for
cutting the material. In future, students will be more closely supervised and they will be provided with cut resistant gloves until the manual cutting procedure is replaced by safer machine tools.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02790134.

10/075R Undergraduate student, Chemistry, Room No. 338, C1 building – 1 February – Whilst cleaning a porcelain Buchner funnel, it broke into several pieces, one of which caught the student on the forearm causing a deep cut. First Aid was administered and upon the Health Centre’s advice, the person attended hospital where the cut was treated with stitches.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02798557.

10/081R Technician, Electrical and Electronic Engineering, Room No. 117a, Ground Floor – 15 February – Whilst moving a large workbench from an old workshop to a new workshop with a colleague’s assistance, the member of staff strained their back. Incident occurred when the individual was lifting the bench to place it on a skate which was higher than anticipated therefore requiring extra effort to get the bench on it. The member of staff was trained in manual handling. The member of staff did not take any immediate medication and contacted their GP when pain persisted. The member of staff was relieved of any lifting duties until they were fully recovered.

Incident was notified to the Health and Safety Executive as an ‘over three day injury’ as the member of staff was unable to do the full range of their normal duties for more than three days – HSE Reference No. 02807289.

10/179R Postgraduate student, Life Sciences, Biology, Ecology & Evolution, Room No. 1.11, Ground Floor, Lees Building (Silwood Park) – 14 April – Whilst attempting to replace the blade in an old scalpel using tweezers, the blade broke and cut the back of the student’s hand. The scalpel had been previously used to dissect snails. The person went to hospital where butterfly stitches were administered to the cut. Occupational Health was consulted who confirmed that risk of contamination was very low. The person was advised to use scissors for the task in future.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02852868.

10/218R Academic, Chemistry, Room No. 614, Biochemistry Building - 30 April – Whilst placing a plastic lid on a small glass vial which contained a protein sample, the vial shattered in the member of staff’s hand as they applied some pressure. The sample spilt on to the person and some on the floor. The cuts were thoroughly rinsed and went to A&E for further treatment. The spillage was cleaned. The broken glass was cleared and disposed via broken glass waste stream. In future only plastic vials will be used and in case glass vials are required then the vials with screw top lids will be used.

Incident was notified to the Health and Safety Executive as an ‘over three day injury’ as the member of staff was unable to do their normal range of duties– HSE Reference No. 02892808 (Loss of time – 3 days)
Postgraduate student, Medicine, Room No. 210, Francis Fraser Building, Hammersmith Campus – 24 November – Person sustained a minor cut with a pair of scissors during a teaching practical involving dissecting mice. Person subsequently visited A&E where wound was cleaned and antibiotics prescribed as a precaution. Sharps cannot be eliminated for dissection work – remedial measures included greater supervision and training in dissection techniques.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 03074571.

**Slip, trip or fall on the same level** (6 incidents)

External coach, ICBC Boat House (off campus) – 31 January – Whilst leaving a coaching launch at the end of the training session, the person tripped over the front bulkhead of the boat and fell forward twisting their ankle. Person attended A&E and was found to have torn ligaments. No specific remedial measures advised.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02786120.

Security Officer, outside Library Building – 15 April – Whilst walking from the Sherfield Building to the Biochemistry Building using the pedestrian pathway along the front of the Library Building, the person fell over a large marquee weight which had been left outside during the de-rigging procedures and landed heavily on their chest. The weight had been left there since the marquee went up in the Easter holidays. During the fall, the person hit their shin and hand against the weight resulting in abrasions to the tips of the fingers. The person managed to return to the Security Control room where they then collapsed. First Aid was administered and the person taken to hospital for treatment. At the hospital, the person was diagnosed with severe bruising and advised to rest for a few days. The incident was brought to the attention of Facilities Management and arrangements were made to remove the weight immediately.

Incident was notified to the Health and Safety Executive as an ‘over three day injury’ – HSE Reference No. 02853907 (Loss of time – 4 days).

Undergraduate student, House No. 24, Ground Floor, Shower room, Fisher Hall, Evelyn Gardens – 22 May – The student wearing flip-flops slipped (probably tripped on the step leading to the shower cubicle) and fell against a glass panel causing their arm to go through the panel and sustain injuries. The student was not taking a shower at the time but was waiting in the area. The person was taken to hospital and surgical treatment received to the injured arm. The broken glass panel was removed and the area boarded up. The floor was checked and found it was slip resistant.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02894469.

Postgraduate student, Chemistry, Room No. M227, Mezzanine floor, RCS1 Building – 27 May – Upon sealing a clean sample vial with its lid, the glass vial shattered causing a deep cut to the student’s finger. First aid administered to the cut and person later attended the Council 15th July 2011
Health Centre. The student subsequently attended hospital for an X-ray and the wound was dressed using Steri strips. It was advised that the vial was clean and there was no contamination from chemicals at the time. Replacement of push top vials with screw top ones was recommended.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02913492.

10/283R Catering Supervisor, SCR restaurant, Sherfield Building – 30 June – The person slipped on spilt sauce and hurt their lower back. Another member of staff was looking to obtain a mop and a yellow sign at the time. First Aid was administered and the person later attended the College Health Centre. Staff were reminded of right procedure of dealing with such incidents in future without causing hazard to other team members. The person was wearing high heeled shoes at the time, which was not considered suitable.

Incident was notified to the Health and Safety Executive as an ‘over three day’ injury – HSE Reference No. 02944278 (Loss of time – 3 days)

10/411R Staff, Facilities Management, South Kensington – 11 October – Whilst returning to the office via the passenger lifts on Level 3 of Mech Eng, the individual lost their footing and slipped on what appeared to be a viscous-like pool of fluid. It seemed the fluid may have come from a pile of black bin liners which had been put there earlier in the day, but because the cleaners had picked the bags up for disposal, it was difficult to verify. Immediately after securing the area from recurrence, the individual felt a little wobbly, and after several minutes their back, shoulder and particularly their neck started to ache. With the assistance of another member of staff four recycling bins were moved to surround the pool of fluid to avoid anyone else slipping on it. The individual continued to feel the discomfort in neck, shoulders and particularly their neck started to ache. The Senior Cleaning Supervisor for the building was notified and the fluid was cleared. The janitor advised that they thought it was oil-like substance (food/vegetable oil rather than mechanical oil).

Incident was notified to the Health and Safety Executive as an ‘over three day injury’ – HSE Reference No. 03025649.

Exposure to, or contact with, a harmful substance / chemical
(5 incidents)

10/047R Postgraduate student, Chemistry, Room No. 309, RCS1 Building – 2 February – Whilst pouring solvent (95% ethyl acetate 4% acetonitrile, 1% ammonia) into a column, a clamped adaptor was knocked out of place spraying the contents into the person’s face, some of which ran down into their eyes from above the safety glasses. The procedure was being carried out inside a fume hood and the fume hood sash was adjusted to the person’s head height. The person rinsed their eyes and went to hospital where their eyes were irrigated again with saline. The person was further prescribed antibiotic drops. No lasting effects were reported. The risk assessment for the procedure was reviewed.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02787669.
10/117R Administrative, Mechanical Engineering, Roadway by Sherfield Building – 15 March – The person was walking along a sectioned-off pedestrian pavement near two portacabins opposite Catering stores, where there were barriers protecting pedestrians from vehicles. The person partly stepped in a pothole which caused their foot to overturn. The individual went to A&E and investigations revealed that the foot was fractured. The incident was brought to the attention of the Facilities Management. The pothole was repaired and a further paving survey carried out.

**Incident was notified to the Health and Safety Executive as a ‘Major Injury’ – HSE Reference No. 02827757.**

10/246R Academic, Oncology, Surgery & Cancer, Room No. 707, MRC Cyclotron Building (Hammersmith) – 26 April – Whilst carrying out an experiment involving visualisation/extraction of DNA molecules in an agarose gel using UV light, the person did not wear eye protection and suffered exposure to the light. This caused redness and discomfort to their eyes - the symptoms appeared 12 hours after the procedure was carried out. The equipment had a safety interlock which had been overridden by the researcher. Improvements to signage and training were implemented. The person went to A&E and it was confirmed that there was no damage to their eyes/cornea and antibiotic drops were prescribed.

**Incident was notified to the Health and Safety Executive as an ‘over three day injury’ – HSE Reference No. 02897530 (Loss of time – 4 days).**

10/271R Technician, Civil & Environmental Engineering, Unwin Road, outside Skempton Building – 9 June – Whilst approaching the roller door entry to the concrete lab area of the Level 1 Structural testing lab from Unwin road, the person’s foot got caught in a pot hole. This caused the member of staff to fall forward and twist their foot. The person went to the hospital that afternoon and was diagnosed with a broken toe and sprained ankle. Facilities Management was informed of the incident.

**Incident was notified to the Health and Safety Executive as an ‘over three day injury’ – HSE Reference No. 02915474.**

10/281R Postgraduate student, Civil & Environmental Engineering, Room No. 509, Skempton Building – 29 June – Whilst carrying out an experiment using a conical flask, the student was completing a clean-up from a reaction between Hydrobromic acid (corrosive substance) and Methylimidazole (corrosive and harmful substance) to make an ionic liquid. The flask imploded when it was placed under vacuum. The researcher noted that the flask was drawing in air on the side wall, as they saw a line of bubbles appearing in the liquid and went to the vacuum station to isolate the flask from the vacuum - as they returned, the flask failed splashing the contents on the bench and themselves. The person was wearing a lab coat, nitrile gloves and prescription glasses (and not safety glasses) at the time of the incident. The researcher immediately went to the nearest eye wash station and proceeded to irrigate the affected skin and eye. The person was taken to hospital where it was confirmed that there was no glass or residual chemical in their eye. Due to the chemical nature of the incident, the Fire Brigade and the Chemical Response Unit were in attendance. The incident was investigated by the Departmental Safety Officer who advised that the risk assessment for the procedure had been followed. However, it was found that quickfit - type conical flasks are not recommended for use
under vacuum due to the increased risk of implosion. Procedures were reviewed to prevent recurrences.

Incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02927265.

**Fall from a height** (2 incidents)

10/201R Visitor (spouse accompanying subject attending a PET scan), Cyclotron Building (Hammersmith) – 28 April – Whilst walking down the stairs to the ground floor from the first floor, the person tripped on the last step and fell down injuring their hip. The individual was being accompanied by their spouse at the time. The person was taken to the A&E where it was diagnosed that they had fractured their hip. The area was well lit, a hand rail was in place and stairs and floor coverings were in good condition.

The incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ by the Institute of Clinical Sciences.

10/276R Undergraduate student, Bioengineering, RSM stairs, Level 3/2 – 22 June – Whilst coming down the stairs, the person missed a step and fell down spraining their ankle. First Aid was administered by Security and an ambulance was called to take the person to hospital for further treatment. At the hospital X-Rays were taken and it was diagnosed that the person sustained damaged ligaments. The student was given crutches to use as support for walking until the ankle had recovered.

The incident was notified to the Health and Safety Executive as an ‘injury to a member of the public which required hospital treatment’ – HSE Reference No. 02922079.

**NOTIFICATION OF ACCIDENTS INVOLVING GENETICALLY MODIFIED ORGANISMS** (3 incidents)

10/063R Hepatology, Endocrinology and Metabolism, Medicine, Room No. 451, WFI Building (St Mary’s) – 15 February – Whilst a researcher was filtering Hepatitis C virus in a cell supernatant through a filter syringe inside a safety cabinet (within a Containment Level 3 laboratory), the filter came off the end of the syringe causing a small amount of the liquid to splash onto their clothing and lower part of their face. The individual stepped away from the area and washed their face with 70% ethanol. They then left the CL3 lab leaving their PPE behind as per standard practice. Upon leaving the lab, the person then washed their face and hands with soap and water in the lobby. Occupational Health was consulted and advised that there was only low risk of infection since the substance did not penetrate the individual’s skin. To prevent reoccurrence of this particular incident the filtering of virus (even using luer locked filters) through pressurised syringes has been halted. The virus is now washed using a gravity fed filter placed within the safety cabinet. A full review of the Code of Practice and training procedures has also been undertaken.

Incident was notified to the Health and Safety Executive in accordance to GMO (CU) Regulations. The incident was also reported to the Health and Safety Executive as a RIDDOR reportable Dangerous Occurrence – ‘Escape of substances’ – HSE Reference No.
02794742. HSE Specialist Inspectors visited site on the 7th April 2010. A letter was later received and the actions described therein have been closed out.

10/109R Postgraduate student, Molecular Biology, Room No. 1.22, Flowers Building – 9 March – Whilst measuring the optical density of *Pseudomonas aeruginosa* strains in open cuvettes, a droplet of the culture splashed into the student’s eye. It was reported that it was an established laboratory procedure to mix the cell suspension using a Gilson pipette. However, in this instance, the student ‘flicked’ the cuvette to mix the solution, which caused the contents to splash. The student washed their eye using an eye wash solution and was subsequently seen at Occupational Health where prophylactic antibiotic eye drops were prescribed. The workbench was thoroughly cleaned with 70% ethanol. It was advised that there was no contamination to any other laboratory workers or the environment outside of the laboratory. The accident was investigated by the Safety Department and a review of existing COP’s, SOP’s and risk assessment undertaken. The training was updated to include wearing eye protection for similar tasks and specific instructions for tasks where a significant risk may develop as the result of deviation from protocol. As part of the risk assessment review, it was advised that further consideration should be given to the use of microbiological safety cabinets for activities where there is a risk of aerosol formation.

Incident was notified to the Health and Safety Executive under GMO (CU) Regulations and also was reported as a RIDDOR reportable accident to the Health and Safety Executive under ‘exposure to, or contact with a harmful substance’ reporting criteria – HSE Reference no. 02825831. HSE Specialist Inspectors visited site on the 7th April 2010. A letter was later received and the actions described therein have been closed out.

10/406R Postgraduate student, CMMI, Room No. 1.30, Flowers Building – 6 October – A centrifuge containing culture plates of *Legionella pneumophila* made a loud noise and flashed an error message. The operator switched off the instrument to stop it and subsequently opened it to look inside. One plate was found to be dislodged and empty. The lid was immediately closed again and a warning sign posted, however, there was a high risk of exposure to both the operator and two additional members of staff nearby. The spillage protocol was invoked and the Laboratory Manager notified. The subsequent investigation identified a number of deficiencies.

Incident was reported to the Health and Safety Executive under the GMO (CU) Regulations. HSE inspectors subsequently visited the College and served an Improvement Notice. This was followed by a formal letter.
1. This year has been an extremely busy one for the Union in a number of areas, from the completion of the four year plan to refurbish the building to the formation of a new Strategic Plan and a number of different initiatives regarding student events.

2. The three Phases of the refurbishment works are now complete and the ground floor of the Union fully opened at the end of November 2010. The three bars and nightclub are fully operational and we put on a variety of events for students. This year has seen the start of student groups being able to put on their own nights in the nightclub with help from the Union; these have been very successful and will continue. The refurbished nightclub also allows the main bar to become more welcoming to other groups of students more interested in a 'quiet drink' and we have noticed an increase in Postgraduates, who we have made an effort to reach out to.

3. Since February this year we have been in the process of developing a new Strategic Plan, which will guide the Union for the next 5 years. The process has involved consultation with students in every stage of its production and has already indicated areas students want the Union to invest time into such as careers advice and academic skills training; the largest event was Ideas Day, where we had stands in front of the Queen's Tower for a day and students were invited to give feedback on specific topics. The completed report will be ready at the end of July or early August.

4. Clubs & Societies have continued to expand, with the number of memberships on the rise, a continuing trend. Over 1900 students have volunteered to run Clubs & Societies this year and nearly 8000 students participate. The new designation of 'Projects' has now been fully integrated into the Union, allowing students to get Union support for specific volunteering initiatives outside the scope of normal Clubs & Societies. The promotion of student events now has a central location in the form of the ‘What's On’ Calendar on the Union website. This has had an extremely good uptake from its creation last summer and students as well as staff use it to plan their evenings and social lives.

5. The facilitation of the representation system within College has taken a huge boost this year with the appointment of a new staff position, the Representation Coordinator. For the first time, we know all the reps in all departments and are working to make sure all levels of Postgraduate study have a representative to speak for them. Training for reps at the beginning of the year was a huge success and over 450 students are currently representing their peers across the University.

6. The Sabbaticals have been involved in a variety of working groups based in College, and we have tried to contribute as much as we are able. The Wardening Review, College Working Day Group and Fees and Financial Aid Working Group have been examples of
where management and students can work well together to achieve the best end results and students have been following progress keenly.

7. In many ways this has been a hard financial year for the Union, with the refurbishment running late and the loss of several members of senior staff, but we are confident that we now have a strong foothold for the years ahead. The task of supporting student activities at Imperial is an expensive one, made harder by the drop in subvention allocation from £102 per student in 2007/8 to £77 per student this year. Our priorities lie in making sure the student experience is enhanced at Imperial, and we will do everything in our power to achieve this end.

8. I would finally like to thank everyone who has helped the Union this year; our over 2000 student volunteers, staff members and members of College staff who, without their help nothing we have worked so hard to achieve would have been possible.

Alex Kendall
President and Chief Executive 2010/11
CHANGES TO THE IMPERIAL COLLEGE UNION CONSTITUTION: SUMMARY

A paper by the President

INTRODUCTION

1. The purpose of this Paper is to seek the Council’s endorsement for proposed changes to the Imperial College Union’s Constitution.

SUMMARY OF PROPOSED CHANGES

2. The proposed changes to the Constitution, which have been approved by the Union Council and the Trustee Board, are as follows:

   a. Some clearing up of definitions
   b. Executive Committee should be able to pass operational policy not directly relating to policy passed by Union Council. All policies passed by Executive Committee must be reported to Council and can be overturned.
   c. Referenda can now be held on more issues, but require the consent of ten percent of the student body rather than five percent.
   d. The Entertainments Committee has now been added as a standing committee of the Union.
   e. The Trustee Board is now obliged to receive the yearly budget.
   f. The Court now has Five Full members (students) instead of six. This makes the total of Court 9 people. Each Faculty has a place reserved from amongst the Five Full members.
   g. The role of the Union Advocate is included in the Constitution, as a link between the Court and the student body.
   h. Reference to the NUS and ULU delegates is removed entirely as we are not members and even if we should re-join, this does not need to be included in a Constitution.
   i. Executive Committee now has control over election timetables – previously this was Council.
h. Allowing campaign material for elections to be placed in line of sight and six metres of ballot boxes – previously this wasn’t allowed, but now that any computer or phone is a ballot box this is unworkable.

i. Candidates are now allowed to ‘loiter within 10 metres of a ballot box’ – something also unworkable; we have changed the wording so that candidates are not allowed to influence people when they are voting.

j. The allocation of funds stipulated in Regulation 5 has been reworded to reflect reality.

k. RAG and CAG have been moved so that they receive funding from CSB rather than RWB.

l. The Colours Committee has been updated to include representatives from RWB; previously it was purely the Sabbaticals, FU Presidents and CSB.

m. The officers of the GSA have been updated to reflect reality.

n. The financial regulation (8) has had several large changes. The Management Group specific HSTs have been removed and will be replaced with several Union Honorary Senior Treasurers.

(1) The limits for signing off have also been amended. Any financially responsible officer can sign off expenditure up to £20. For club expenditure from £20-£1000, either the Management Group Chair or Treasurer must also counter-sign. For Management Group expenditure from £20-£1000 both the Management Group Chair and Treasurer must sign. The Union President and a Union Honorary Senior Treasurer must sign off expenditure above £1000.

(2) Managers must now seek approval from the Operations Manager or the DPFS for expenditure above £5000 (previously £10,000) – this is due to an external recommendation.

3. A copy of the full Constitution showing all of the proposed amendments will be available for inspection at the Meeting. In the interests of economy, it has not been attached to this Paper (the full Constitution runs to some 58 pages).

**APPROVAL REQUIRED FROM THE COLLEGE COUNCIL**

4. As Council members will be aware, the College’s Royal Charter states that “the Constitution of the Imperial College Union, its governance, powers and functions and all other matters which the Council may think proper to regulate shall … be approved by the Council”. (1) The Statutes then go on to state that:

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“Where the Council disapproves of all or any part of the Imperial College Union’s proposed constitution and the Union does not alter that proposed constitution in accordance with the Council’s requirements within three months from the date on which the Union is requested to do so in writing by the Council, the Council shall make such amendments to the proposed constitution as it thinks fit and the proposed constitution as so amended shall then be the Union’s constitution.” (2)

5. In line with its statutory responsibilities, the Council is asked to consider, and if it sees fit, approve the amendments to the Imperial College Union’s Constitution and those Regulations for which its approval is still required.

AK

2. Statute 10(4) of the Statutes.
DEVELOPMENT BOARD

1. The membership of the board is currently:

   Professor Sir Keith O'Nions, Chairman
   Professor the Lord Darzi
   Professor David Gann
   Professor Sir Peter Knight
   Mr Cyrus Mistry
   Mr Simon Murray
   Professor Winston Wong
   Mr Yong Sun Mah
   Mr Tom Miller, Secretary

2. The Board met for the first time on 5 July 2011. The Board agreed that its primary focus will be strategic development projects, delivered at a College level. It will be responsible for steering College level development campaigns and for establishing and determining the membership of dedicated campaign boards, and to report to Council accordingly.

3. Presentations on the progress of the Scholarships campaign and about the Molecular Sciences project and the School of Public Health project were received. The Board discussed the viability of fundraising for the College's capital investment programme, and whether it was viable to pursue support for two strategic campaigns at once. It was agreed that fundraising for the College’s capital investment programme was viable and that the two projects presented were not incompatible in fundraising terms, but that Molecular Sciences should be the College’s primary campaign focus. It was suggested that a campaign for the School of Public Health could be linked or built on the back of the Molecular Sciences campaign in due course. The Board requested that a proposal for a Molecular Sciences campaign be developed and presented for discussion at its next meeting. As well as the case for support and its presentational aspects, the proposal should address potential campaign board members, campaign champions, and prospects as part of a fundraising feasibility study.

4. The Board’s nominations to the new Court will be agreed by correspondence between meetings. Terms of Reference and draft policies for gift acceptance and procedures for gift review, will be discussed at the next meeting, scheduled in November 2011.
SCHOLARSHIPS CAMPAIGN BOARD

5. The Board has been constituted and is a sub-committee of the Development Board. The members of the board are:

   Mr Simon Murray, Chairman
   Professor Sir Keith O’Nions, Vice-Chairman
   Mr Alex Kendall, President ICU
   Professor Sir Peter Knight
   Mr Dheeraj Hinduja
   Mrs Sabine Howard
   Sir Simon Robertson
   Mr Tom Miller, Secretary

6. The Board met for the first time on 16 June 2011. Each board member has an agreed portfolio of prospects that they are expected to approach and is engaged and ready to work, fundraising on the College’s behalf with major gifts prospects. A financial target and timeline for the campaign was discussed. Terms of Reference were agreed, with a decision on how long board members should serve on the campaign board outstanding.

PHILANTHROPIC FUNDS SECURED (YEAR TO DATE)

7. At the start of July, the College’s unaudited philanthropic funds secured in 2010-11 totalled £8.1M. The 2009-10 figure was £8.3M.

ADVANCEMENT STRATEGY

8. The College has engaged Dr John Cash, senior consultant at Marts and Lundy, to help create a strategic plan for the College’s development activities and to provide ongoing counsel. This plan will address the further rebuilding of the alumni and development functions and will establish a three-year strategy to prepare the College for a major philanthropic campaign.

IMPERIAL MAGAZINE

9. Imperial, the College’s overhauled magazine for friends, supporters and alumni, was mailed at the start of July. It will initially be published twice a year, and replaces Imperial Matters.

DIRECT MAIL APPEAL

10. The Rector’s Scholarship Fund was launched in June with an initial appeal that aimed to raise £200,000 by the end of July.
**IMPERIAL 1000 CLUB DINNER**

11. The Imperial 1000 event held on 22 June marked the third annual event for members of Imperial 1000, donors who have given over one thousand pounds to the College in the last financial year (c.140 in total). The evening was well attended by 48 guests (36 alumni) and very good feedback was received from donors, both to the presentations given by the students (Racing Green Endurance and equinox) and the Rector’s update about the Rector’s Scholarship Fund.

**LEGACY LUNCH**

12. Over 100 individuals have declared that they have included Imperial in their wills, with a further 92 expressing an interest in supporting the College with a legacy gift. The 2011 Legacy lunch held on 1 July, marked the seventh event held at the College and provided the opportunity to talk with our legacy pledgers and provide information to alumni who are considering the legacy programme.

T E Miller
July 2011
HEALTH, SAFETY & ENVIRONMENT

1. There is one accident to report. In May, a cleaner slipped on a floor being polished by ISG in the Mechanical Engineering Building. Signage and barriers had been erected but not on the access used by the cleaner.

2. A near-miss occurred on L-block where an external vent panel became unhinged and fell; fortunately no one was in the vicinity. The design has been modified to ensure no re-occurrence.

3. ISG responded well to a letter received by the College (6th June) from a local resident who was being harassed by workmen from an unknown location on walking past the Imperial West site. ISG’s appropriate actions resulted in the resident writing a letter of thanks.

4. A near-miss occurred in the Skempton building where a roof leak caused a plasterboard ceiling and light fitting to fall onto a touchdown area containing computers. Fortunately this happened early morning prior to occupation. The light fitting should have been better supported and checking of similar areas and remedial works is being undertaken over 2 weekends.

PROJECTS APPROVED & UNDER CONSTRUCTION

SOUTH EAST QUADRANT 1ST PHASE (£76M)

4. Mechanical Engineering Levels 0 & 1. We are now nearing the final stages of closing out various technical challenges in the Engine Test and Thermofluids teaching lab relating to vibration, acoustics and exhaust systems and we plan to have everything up and running for the end of August. All other areas are completed and functional. We remain within the programme budget.

L-BLOCK (£74M)

5. Bovis are on track for 26th August completion and equipment fit out is scheduled to commence thereafter allowing occupation as planned at the beginning of 2012. Funds are being returned to the College centre from unspent contingency on a monthly basis as we near completion and risks diminish. We anticipate returning ~£2m. Adjustments are being designed to take place after completion to allow re-location of Cancer Imaging from the
Cyclotron building. The use of the basement is still subject to confirmation but it has been identified as a suitable location for a Biobank imaging facility.

**PILOT PLANT (£8.9M)**

6. This project was completed on time and on budget and it has been very well received by the department of Chemical Engineering.

**MPAC MATERIALS FOR ENERGY (£3.04M)**

7. A mezzanine floor is installed and installation of services is on programme. Corridor works are about to commence. This is due for completion in September and is running smoothly providing laboratory and teaching space out of previous double height space that contained largely redundant equipment.

**ICT DATA CENTRE WORKS (£1.45M)**

8. An additional £150k was approved by PRB to install fans and ductwork to improve air flows to the chiller units which are otherwise vulnerable to overheating in the constrained location in which the plant is located.

**SPACE UTILISATION REFURBISHMENT AT ST MARY’S (£1.1M)**

9. Room 224 refurbishment was completed on the 3rd May. Apart from a few very small items, this programme of works is completed.

**PROJECTS IN PRE-CONSTRUCTION**

**ACEX LEVEL 5 FOR BUSINESS SCHOOL (£5.5M)**

10. Stage D design is now in progress and Quest has been appointed to build the escape stair foundations as an enabling works package. This project was approved under ‘Chairmans Action’ on 13th December 2011 in order to meet the academic deadline for the start of the academic year 2012.

**MECHANICAL ENGINEERING ANNEX OVER-CLADDING (1.2M)**

11. Pre-consultation has taken place with Westminster planning officer and further details are being provided to justify the over-cladding design of anodised aluminium panels. The planning application is due to be submitted mid-August with the aim of over-cladding in the
first half of 2012 prior to the Olympics festival. This cladding will have a significant impact on energy loss and carbon footprint.

**ACE EXTENSION OVER CLADDING (£1.7M)**

12. As in the case of the Mech Eng annexe, this over-cladding proposal allows us to give 25+ years of new life to the building with minimal disruption internally and significant improvements in energy conservation and carbon footprint. This is due to commence on site in February 2012 and to be completed by March 2013. The entrance to the Ace Extension off the Level 2 walkway is also to be refurbished (a further £750k).

**COLLEGE FUND PROJECTS**

**PEMBRIDGE GARDENS (£3.7M)**

13. The design is being remodelled to satisfy planners following rejection of the previous scheme.

**WYE CAMPUS PROJECTS – VARIOUS (£1.3M)**

14. Coldharbour House was completed in 26th June. A planning application on Wolfson House is due to be determined at the end of July.

**IMPERIAL WEST POST GRAD ACCOMMODATION**

15. The superstructure is up to level 2 and progressing well although overall the project is delayed by 5 weeks. The delays were primarily caused by late structural design under the Contractor’s (ISG) control. The plan is to catch up at the cladding stage where a quicker solution has been sourced than the original design. The demolition contractor Squibb is still on site breaking out pad foundations to the BBC building ‘A’. This is outside the postgrad site and not delaying anyone. Regular meetings are being held with neighbours and complaints regarding vibration from earlier demolition have been addressed.

**ICON PROJECT**

**QATAR BIOBANK**

16. Specifications and floor plans have been produced and issued to the Hamad Medical Corp and Qatar foundation for temporary, intermediate and final location.
17. Tri party appointment (Ashford Borough Council, Wye Parish Council and Imperial College Fund) of DTZ has endorsed, with a few enhancements, the Marketing strategy being managed by Savills for the educational estate at Wye. At a meeting held on 28th June it was agreed that the commencement of a six month marketing campaign had officially commenced on 1st June 2001. If the campaign should fail to secure a financially viable educational or training use of the campus it will be subjected to a new masterplanning strategy.

18. Meeting was held with Planning Officers of CB Hillingdon on 9th May to discuss their refusal to renew planning permission on QPR’s portacabin facilities and their future development plans. In short the council planning officers expressed support for development at the road end of the pavilion. They also advised that a renewed application to keep the Portacabins until development was completed would be favourably received provided there was a legal agreement to remove them within a given timeframe.

19. Following the approval of fees by PRB in conjunction with the College Fund and development partner Voreda, the design team and users are being assembled to develop the Masterplan and, specifically, the School of Public Health / Graduate Teaching building at Imperial West, W12. Aukett Fitzroy Robinson (AFR) has been chosen to design this building following a successful architectural competition. They will have BMJ architects as a sub-consultant to design academic and technical areas. BMJ is on the framework with an excellent track record in designing such areas. AFR have designed the initial masterplan and will develop this also, with a more experienced partner (PLP) in taller buildings. PLP (ex Kohn Pedersen Fox) were our architects for Southside and Eastside halls. Meetings have been held with London Borough of Hammersmith and Fulham and the GLA. Liaison with local residents groups is also underway.
PAPER O

PROPOSAL TO AMEND
HARLINGTON FUND GRANTS AWARD GUIDELINES

A Note by the Clerk

1. The Harlington Trust is a fund established from the money received from gravel extraction at the Harlington playing fields. The Trustees are the College’s members of Council. Responsibility for the disbursement of the income from the Grants Fund is delegated through the Rector to the Harlington Grants Fund Committee which is chaired by the Pro-Rector (Education and Academic Services) and includes as members the incumbent Imperial College Union (“ICU”) President and a former ICU President.

2. The principles under which the Harlington Grants Fund Committee makes awards were originally established by the then Governing Body when it was agreed to begin extracting gravel from the Harlington ground in 1986 and then amplified in 1990. The principles are shown at Annex A (tracked against proposed changes) and the College Council has the power to amend them.

3. Student groups operate at times in locations where emergency services are not available. Specialist technical safety and first aid skills reduce considerably the likelihood and impact of accidents. The number of student led projects is increasing and clubs operating in remote locations remain popular. The Health & Safety in Sport Committee (after reviewing the position surrounding an accident involving the IC Outdoor Club in the Lake District in November 2010) recommended that, while acknowledging that the present arrangements were adequate, ICU should investigate ways to improve on them and try to establish a framework to ensure a larger number of students be trained in these additional skills.

4. This application for training costs is outside the Harlington Grants Fund Committee’s delegated authority. Council is therefore asked to approve changes to the Principles and allow the Committee to make awards in respect of specialist safety and first aid training for ICU student clubs and societies.

5. On a separate point, the Governing Body, in March 1990, decided that the Trustees should have authority to spend up to £50,000 in a financial year. However the Harlington Grants Fund Committee decided in May 2003 that due to “the recent decline in interest rates” they would try not to exceed £30,000 per annum “for the foreseeable future”. Investment income has since improved, and the Finance Department has confirmed that the Harlington Fund Grants Committee can comfortably revert back to its original £50,000 per annum award budget for the foreseeable future without compromising the capital part of the fund. Since the Principles still refer to £30,000, Council is asked to approve changing the limit back to to £50,000.
PRINCIPLES

1. Income from the Trust will be applied for the benefit of students of Imperial College in relation to sporting, athletics and recreational facilities. (The Trustees do not normally feel able to provide support for expeditions).

2. As a general principle, funds will only be used to finance new or improved facilities or equipment and to provide for specialist safety and first aid training, but not to meet running costs. (This means that the Trustees will normally favour applications for the purchase of new facilities or equipment, or the replacement or refurbishment of existing items. They will not usually provide grants for accommodation, travel and training (other than specialist safety and first aid training) costs or for the provision or replacement of consumables, including such items as balls and team strips).

3. The Trustees have a maximum of £3050,000 to allocate in any one financial year (1 August to 31 July). As a guide, grants normally amount to between a few hundred and a few thousand pounds depending on the nature of the application.

4. In making their decisions they will take into account the following factors:
   - **Cost/Benefit.** Whether the cost of the bid is likely to benefit an adequate number of students or the College as a whole, as compared with other bids for support;
   - **Official Support.** Whether the proposed activity is part of a recognised club or society open to all Imperial College Students, has the support of the Imperial College Union and is likely to have a sufficiently long and continuous existence;
   - **Financial Risk.** Whether the proposed activity is unduly dependent on commercial or non-college involvement;
   - **Merit.** Whether the purpose of the bid is likely to enhance or maintain the reputation of the College through involvement in a prestigious activity or event;
   - **Outside Benefit.** Whether those who are not current students are likely to benefit unduly from any grant.

5. The Trustees have made it clear that they will also take into consideration the ability of the recipient to safeguard items purchased with Trust funds. Thus, they will seek assurances that proper precautions will be taken to prevent the loss, damage or theft of equipment and may require such items subsequently to be produced for inspection. The Trustees may, from time-to-time, work with ICU to audit equipment that has been bought with funds from the Trust.

6. At the discretion of the Trustees, an award may be granted to an individual for the purchase of personal equipment. However, unless prior agreement is obtained from the
Trustees, the equipment will remain the property of the appropriate club upon the individual leaving the College.

7. The Trust will not generally allocate funds towards supporting tours. However, in the Trustees may decide to support a tour if they feel its shows exceptional merit or there is a particular element/activity within the tour which they feel able to support

8. In the event that a club wishes to replace or dispose of equipment then the following points should be considered:

- Where the club is selling old equipment to part fund replacement equipment, or disposing of equipment that is no longer fit for use then this should be done in line with the College and ICU guidelines on equipment disposal.

- A club should consult with the Trustees if they wish to dispose or sell a piece of equipment that is still useable but that they longer wish to use and are not intending to replace.
PAPER P

REFORM OF THE IMPERIAL COURT – THE EFFECTIVE DATE

A Note by the Clerk

1. Members will recall that the Council approved the revised Constitution for the reconfigured Court at its Meeting in February.

2. That Constitution included provisions for the transition from the old to the new Court. These included a clause stating that the Council “shall determine the effective day on which the new membership provisions set out in the 2011 revisions to this Ordinance shall take effect”.

3. Arrangements for confirming the membership of the reconfigured Court are now well-advanced with the Management Board having identified the new appointing bodies under the various heading agreed by the Council in February. Letters will be sent to these bodies shortly seeking their nominations for membership of the Court.

4. In view of the progress that has been made, it is appropriate that the Council should now confirm the effective date on which the reconfigured Court will come into being. It is proposed that this date should be 1 October 2011. A report on the membership of the Court will be made to the Council at its next meeting in September 2011.

RFE
July 2011