

MINUTES OF THE PROCEEDINGS

at the Fortieth Meeting of the

COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Fortieth Meeting of the Council was held in the Council Room, 170 Queen's Gate, South Kensington Campus, Imperial College London, at 6:30 p.m. on Thursday, 12 February 2015, when there were present:

The Baroness Manningham-Buller (Chair), Mr. C. Brinsmead, Mr. J. Cullen, Sir Philip Dilley, Professor N. Gooderham, Professor D.P.A. Kelleher, Professor J. Magee, Mr. J. Newsum, Mr. S. Newton, Mr. M. Sanderson, Professor J. Stirling, Professor T. Welton, Mr. T. Wheeler, the President and the Clerk to the Court and Council.

Apologies

Professor A. Anandalingam, Dame Ruth Carnall, Mr. I. Conn, Professor Dame Julia Higgins and Ms. J.R. Lomax.

In attendance

The Assistant Clerk to the Court and Council.

WELCOME

The Chair welcomed the new Chair of the Audit Committee, Mr. John Cullen, and the new Dean of the Faculty of Natural Sciences, Professor Tom Welton, to their first meeting of the Council.

MINUTES

Council – 21 November 2014

1. The Minutes of the thirty-ninth meeting of the Council, held on Friday, 21 November 2014, were taken as read, confirmed and signed.

PRESIDENT'S REPORT

2. The President congratulated Chris Brinsmead on his being made CBE in the New Year's

Honours List, and noted that Professor Stephen Richardson had also been made a CBE. The President then reported that Dermot Kelleher had been appointed as Vice-President (Health) in December 2014. In this role, Professor Kelleher would support and grow the multidisciplinary approach to improving health across all of the College's academic disciplines. He would also be responsible for developing strong external support and relationships for these efforts, with both international and domestic institutions. This College-wide role would become his sole focus upon the appointment of a new Dean for the Faculty of Medicine. Sarah Waterbury had also recently been appointed as the first Vice-President (Advancement) and would join the College in April 2015. Mrs. Waterbury was currently Vice President of Development and Campaigns at New York University, having previously held development appointments at Harvard Business School, Tufts University, the American University of Beirut, and the Children's Hospital Boston. She would take responsibility for a new Advancement function at the College, encompassing all aspects of alumni relations, events and development. Finally, the President reminded Council that the first President's Address and Gala Dinner would be held on 3 March 2015. The gala dinner would recognise the contributions made by staff across the College.

PROVOST'S REPORT

3. The Provost, Professor James Stirling, reported that the results of the Research Excellence Framework (REF) had been released in December, and Imperial College had done very well. Imperial's research was the highest ranked for impact of any major university, and eight of Imperial's 14 REF-assessed research areas had been rated top or joint-top for "outstanding" or "very considerable" impact. 91% of Imperial research was also classed as "world-leading" or "internationally excellent" – the highest proportion of any major university. The College was also ranked top or joint-top for providing an environment conducive to producing "world-leading" or "internationally excellent" research in all of the Units of Assessment to which it made submissions. These results would inform the 'QR' funding allocation, which would be announced in March.
4. Members noted that several universities, including Imperial, had claimed to be highly ranked in the REF. Professor Stirling agreed that, depending on the particular measures chosen, a number of universities could claim a high ranking. However, Imperial had scored highly on all measures and had been ranked as the highest major university for overall research excellence by the THE. Some universities had also been very selective and submitted only their highest ranked staff in order to improve their ranking score (albeit at the expense of reduced QR funding). Imperial had submitted 92% of its eligible staff into the REF, one of the highest proportions in the Country. On behalf of the Council the Chair congratulated staff at the College on their excellent performance in the REF.
5. Professor Stirling then reported on the death in service of Professor Stefan Grimm in

September 2014. Some weeks after his death colleagues both inside and outside the College had received a message from his email account detailing the stress he felt under at work and the effect this was having on him. This had led to a degree of public speculation about the cause of his death. The College commissioned two reviews. The first was carried out by the Director of HR and the Senior College Consul, Professor Richard Thompson. This examined how the College supports members of staff going through performance management processes. It resulted in a number of reasonable recommendations, which would be considered by the Provost's Board. A second review was carried out by another College Consul, Professor Richard Jardine, with support from the Legal Services Office, in order to help the College provide the Coroner with a statement on Professor Grimm's time at the College and his state of mind at the time of his death. The College's submission to the Coroner assigned to the case was made on 9th February. The College would continue to assist the statutory authorities in any way it could.

6. The purchase of the Post Office Building to house the School of Design Engineering was close to completion. The Science Museum had agreed terms with the College and now had only to obtain approval for the disposal of the Building and retention of the proceeds from the Treasury. The Department of Culture, Media and Sport was expected to recommend approval for the sale on this basis. However, because of the impending General Election in May, the Treasury would have to approve the deal by the end of March; otherwise, a decision might be delayed until the next Government took office.
7. The contract to invest in a new facility at the Babraham Research Campus in Cambridgeshire had now been signed. Construction of the new facility would commence once planning consent had been granted. It was expected to open in late 2016, and would provide integrated office and laboratory space for Imperial College spin-out enterprises.
8. Finally, Professor Stirling reminded members that the College's first Annual Report into Animal Research at the College would be launched on 24th February at a College event with internal and external stakeholders. A report on progress in implementing the College's Action Plan would also be submitted to the Home Office at the end of the month. Both of these events provided an opportunity for the College to highlight the considerable progress made in this area over the last year.

IMPERIAL WEST (PAPER A)

9. The Chief Financial Officer, Muir Sanderson, introduced Paper A and noted that both the Imperial West Tower project and the purchase of Wood Lane Studios were included as 'recommended' projects in the College's draft Capital Plan and were affordable within the College's current financial projections. The Chair of the Imperial West Syndicate, Mr. Newsum, said that the Syndicate had considered both proposals that afternoon. In both cases, any financial risk was balanced by the strategic benefits of retaining control of these

key assets. The Tower would provide the College with key worker accommodation, and in extremis could be sold. The Wood Lane studios also demonstrated the benefits of working with Voreda on their development, as the College was now able to buy these studios at an attractive rate. The main risks associated with the Tower Development were the construction of the Tower and the potential return that could be obtained from the accommodation. Both risks were mitigated by the College's ability not to proceed if the development price was too high.

10. Mr. Sanderson was asked whether these projects had been considered in relation to the College's overall capital expenditure commitments. He confirmed that these two projects were high priorities within the College's total portfolio. Although the College had the ability to take on further debt, his primary concern was to ensure that the College could service and then repay or refinance any additional debt without affecting the academic mission. He also confirmed that, because the College would be able to service the debt from income generated from these projects, there was no opportunity cost in investing in these projects over any other project.
11. The President of the Imperial College Union, Mr. Tom Wheeler, said that students were concerned about the high cost of postgraduate accommodation and that, whereas undergraduate accommodation was subsidised by the College, postgraduate accommodation was not. The reduced funding available to medical students in the later years of their course also created hardships for many of them (medical students in years 5 and 6 were funded by the NHS, but received less support for living costs than students in other years, despite a greater workload). In this context, he suggested that the communication of the additional expenditure on these Imperial West projects would need to be handled sensitively. Professor Stirling advised that the College was working closely with the Union to provide greater transparency on funding and support. He acknowledged that postgraduate accommodation was not subsidised, but reminded the Council that it was provided at lower than market rates. The College was also looking at other options to support medical students in financial hardship. Mr. Sanderson agreed and said that he had also been working with the Union on the College's overall accommodation portfolio. It had recently been agreed with the Union that rents at one hall would be reduced significantly, in return for increases at other halls. College undergraduate and postgraduate accommodation was also provided at lower rates than that of its main competitors in London. Nevertheless, the high cost of studying and living in London relative to the rest of the Country was recognised by the Council.

Resolved:

- (i) **That the proposal that the College enter into a conditional joint venture development agreement with Voreda to develop the Residential Tower at Imperial West, with the College acquiring the outright interest in the Tower on practical completion through a turnkey agreement, as set out in Paper A, be approved.**

- (ii) That the Chief Financial Officer be given delegated authority to negotiate and approve the detailed terms of the proposed conditional joint venture development agreement with Voreda.
- (iii) That the proposal to buy out Voreda Real Estate Fund's interest in Wood Lane Studios for a capital sum of £20m, as set out in Paper A, be approved.
- (iv) That the Chief Financial Officer be given delegated authority on behalf of the Council to:
 - a. Establish the most appropriate approach to the three aspects of the transaction: the equity purchase; the debt refinance; and the management of the embedded hedge.
 - b. Complete the transaction in such a manner that Wood Lane Studios can be held by the College as a simple freehold property interest with no secured debt and without risk to the College's overall liquidity position.

PROPOSALS FOR THE AWARD OF HONORARY DEGREES AND IMPERIAL COLLEGE MEDALS (PAPER B)

12. The Chair proposed that Paper B be accepted.

Resolved:

That the nominations for the conferment of Honorary Degrees and for the award of the Imperial College Medal, as set out in Paper B, be approved.

ANY OTHER BUSINESS

13. There was none.

NEXT MEETING

14. The Chair reminded members that the next meeting would be held on Friday, 15 May 2015.