

MINUTES OF THE PROCEEDINGS

at the fifty-first Meeting of the

COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The fifty-first Meeting of the Council was held in Room 765, the City & Guilds Building, South Kensington Campus at 10:00 a.m. on Friday 12th May 2017, when there were present:

Sir Philip Dilley (Chair), Professor N. Alford, Mr. N. Andriopoulos, Mr. C. Brinsmead, Mr. J. Cullen, Professor A. Gast (President), Ms. R. Lomax, Professor J. Magee, Ms. S. Murray, Ms. A. Nimmo, Professor N. Phillips, Dr. M. Safa, Professor J. Sanders, Mr. M. Sanderson, Professor G. Screaton, Professor J. Stirling (Provost), Professor T. Welton, Mr. C. Williams, and Mr. J. Neilson (Clerk to the Court and Council).

Apologies

Mr. I. Conn and Mr. T. Courtauld.

In attendance

Professor N. Jennings (for item 8 only), and Mr. J. Hancock (Assistant Clerk to the Court and Council).

WELCOME

The Chair welcomed Dr. Mahnaz Safa to her first meeting as a member of the Council.

ITEM 1 – MINUTES

Council – 25th November 2016

1. The Minutes of the fiftieth meeting of the Council, held on Thursday 16th February 2017, were taken as read, confirmed and signed.

ITEM 2 – CHAIR'S REPORT

2. Opening his report, the Chair congratulated the College on the success of the Imperial

College Festival held on the weekend of 6th and 7th May. The Festival was an excellent showcase for the College's research, and had been very well attended. The Chair said he had visited the Festival on Sunday and had enjoyed seeing the displays and meeting so many enthusiastic academics. He had also toured the Queen's Tower and recommended this to Council members.

3. He also reported that, unfortunately, the potential candidate for membership of the Council discussed at the last meeting had decided not to join the Council. Other potential candidates with similar experience were now being considered.
4. The Nominations Committee had also been reviewing the current membership of Council and its committees. It had recommended that Chris Brinsmead be re-appointed as a member of the Council for a second term of four years from 1 October 2017, and that Dr. Mahnaz Safa be appointed to the vacancy on the Nominations Committee caused by the end of Jeremy Newsum's term of office.

Resolved:

- (i) **That the recommendation of the Nominations Committee, that Mr. Chris Brinsmead be re-appointed a member of Council for four years from 1 October 2017, be approved.**
- (ii) **That the recommendation of the Nominations Committee, that Dr. Mahnaz Safa be appointed as a member of the Nominations Committee, be approved.**

ITEM 3 – PRESIDENT'S REPORT AND FOLLOW UP TO THE COUNCIL AWAY DAY (PAPER A)

5. The President also congratulated all those involved in the Imperial Festival. Both days had been very well attended, and the Festival was now firmly established as one of the highlights in Imperial's calendar. As part of the Festival, the College also hosted a very successful alumni weekend, which had been attended by 1,500 alumni from all over the world.
6. The College has been building up its alumni and fundraising activities, and she was pleased to report that funds raised this year were ahead of target (£29M against a target of £25M). She then reminded members that fundraising in the UK had to be conducted within a challenging regulatory environment. The Information Commissioner's Office (ICO) had recently imposed fines on a number of charities for breaches of the Data Protection Act in relation to wealth screening and the sharing of personal data between organisations without consent. Although the individual fines imposed on the charities had been relatively modest, the ICO had made it clear that it would in future expect charities and other organisations involved in fundraising to comply with its recently issued advice in this area. To this end, it

had indicated that future breaches would be treated more severely.

7. The ICO's focus on charities had been prompted in the main by a concerted media campaign. The President reported that the media and regulatory focus had now moved to other organisations who engaged in fundraising, including universities. The College, alongside many other universities, had recently received Freedom of Information Act requests seeking information relating to wealth screening and fundraising practices. The College would respond to these requests to confirm that, while it made use of certain wealth screening services (in common with many other universities), it did not share the personal data it held with other charities or universities. The College was now auditing its current and past privacy statements and forms in order to comply with the latest ICO guidance, particularly in relation to consent.
8. The President was asked if anyone had complained about the College's fundraising activities, or about being contacted by the College. She confirmed that anyone who asked not to be contacted was removed from the mailing list, and wasn't contacted again, and she said she was not aware of any complaints about fundraising.
9. At the President's request, the Clerk, John Neilson, advised the Council that the College and the Chelsea and Westminster Hospital NHS Trust had now received summonses for the HSE prosecution over the death of Damien Bowen at the Chelsea and Westminster Hospital in 2011. The case was due to commence with a hearing in the magistrate's court on 28 June.
10. Turning to the outcomes from the Away Day, members agreed that Paper A reflected the discussion and outcomes agreed on the day, although it was suggested that a clear commitment to prepare an Estates Strategy should be made. Mr. Sanderson agreed **[ACTION: Mr Sanderson]**, and said that a key point was that the information prepared for the Away Day should now be used to inform both the estates strategy, and the education and research strategies. Members agreed that the strategy should include masterplanning for the South Kensington and White City campuses, as well as a strategy for the development of the medical campuses in conjunction with the NHS. The Council agreed that the maintaining this alignment between the research, education and estates strategy was crucial.
11. It was suggested that, as the College would have to work with several NHS Trusts to agree a coherent development strategy for all its medical campuses, it was likely that the College would have to take the lead rather than waiting for a decision from the NHS. It was noted that the devolution of responsibilities for health and social care to the Greater Manchester Combined Authority had resulted in the creation of a coordinated plan across all of Manchester's NHS Trusts; it was suggested that could be a model for similar co-ordination in London.

ITEM 4 – PROVOST’S REPORT

12. Opening his report, the Provost, James Stirling, congratulated College staff who had recently been elected as Fellows of the Royal Society and the Academy of Medical Sciences. Professor James Durrant (Chemistry), Professor Jonathan Stoye (Medicine) and Professor Roy Taylor (Physics) had been elected to the Royal Society, while Professors Jane Apperley, Alison Holmes, Robin Shattock, Robert Wilkinson and Tom Williams (all from Medicine), Phillip Bennett and Michael Seckl (Surgery and Cancer), and Azra Ghani (School of Public Health) had been elected to the Academy of Medical Sciences.
13. The Provost also reported that two new Faculty Deans had been appointed. Professor Francisco Veloso from the Católica Lisbon School of Business and Economics would join the College as Dean of the Imperial College Business School from 1st August 2017. Professor Nigel Brandon (currently Vice-Dean for Research in the Faculty of Engineering) would become Dean of the Faculty of Engineering from 1st October 2017. The Provost also thanked Iain Conn and Christopher Williams, who had represented Council on the appointing panels for the Business and Engineering Deans respectively, for the invaluable contributions they had made to these panels.
14. The Provost was also pleased to announce that a new multidisciplinary UK Dementia Research Institute (UK DRI) would open at the College later in the year. The UK DRI Centre at Imperial, to be led by Professor Paul Matthews, will initially be based at the Hammersmith campus before moving to the Michael Uren Biomedical Engineering Hub at the College’s new White City Campus. The College’s Centre will join with other centres at Cambridge, Cardiff University, the University of Edinburgh, and King’s College London to form the new UK Dementia Research Institute, whose headquarters would be based at UCL.
15. The College had been recognised at the prestigious Guardian University Awards 2017 on 29th March, when it was awarded first prize in the Student Experience category for its ‘Researching Well Together’ project, which had been developed and managed by the Graduate School. The project aimed to promote mental health and wellbeing amongst postgraduate students, through a range of activities such as a residential writing retreat, and other development and mentoring activities. The Provost noted that mental health amongst students at all stages was being taken increasingly seriously within the sector. The judges of this award had been particularly impressed with the manner in which the Graduate School had shared its work with other institutions. The Graduate School had also been shortlisted for a 2017 Times Higher Education Leadership and Management Award in the category for Outstanding Student Services Team.

16. The Provost then reported on the outcome of the recent audit by Research Councils UK (RCUK). The audit had covered all of the College's research management processes, reviewing everything from financial management systems to research governance, research integrity and ethics policies and practices. The College had again achieved a rating of 'substantial', the highest possible rating. The College had also received a number of positive comments from the audit team, with Imperial's work being considered 'best in class' in several areas. The Provost thanked all of those involved in the audit, and in particular thanked Lynne Cox, Director of the Research Office, for her leadership in this area.
17. Closing his report, the Provost said that the results of the College's all-staff Survey had recently been made available. 4,935 staff had taken part this time, with a strong response rate of 64% - 4% up on the last survey in 2014. The survey had been undertaken in partnership with the independent business intelligence company ORC International, which meant that the College's results could be benchmarked against other HE organisations as well as other sectors. Imperial had outperformed the sector in general, scoring higher than the sector average in 14 questions, being in line with the sector in 17, and scoring below the sector in just four. The results were now being analysed in detail, and would be presented to all staff in June. College and departmental action plans would then be developed over the summer, with a view to being implemented by February. The Provost reminded members that this was the third all staff survey since 2011, and said that a more detailed report on the staff survey, and the resultant action plans, would be presented to the Council in September.

ITEM 5 – AUDIT COMMITTEE REPORT (PAPER B)

18. The Chair of the Audit Committee, Mr. John Cullen, introduced Paper B, which was provided for information.

ITEM 6 – RISK COMMITTEE REPORT (PAPER C)

19. The Chair of the Risk Committee, Ms. Rachel Lomax, introduced Paper C, which was provided for information.

ITEM 7 – PROPOSAL TO ESTABLISH A FINANCE COMMITTEE (PAPER D)

20. Presenting Paper D, the Chair reminded members that there had not been a Finance Committee of the Council in recent years, as the Council had for some time reserved financial matters for itself. However, the financial issues facing the College were now much more complex, with the need to identify and develop multiple sources of income, as well as

financing the development of White City and future investment in the College's long term academic development. To assist in considering these issues, the Council had already established a financial advisory group, and it was now proposed to formalise this arrangement, and create a Finance Committee with terms of reference and membership as set out in Paper D.

21. Members welcomed the proposals, which would provide scope for greater scrutiny of the College's long-term financial plans, while also reducing the burden for the whole Council. It was suggested, however, that the role of the new Finance Committee should not be looked at in isolation. Its creation would have implications for the existing Audit and Risk Committees, and should therefore be considered alongside a review of those two Committees. This would allow the Council to make sure there were no gaps in the respective remits of all three Committees, and would also provide scope for some rationalisation between the three to be considered. For example, the role of the Finance Committee in the review of forward-looking financial risks would suggest a reduced role for the Risk Committee, and it might then be possible to merge the Audit and Risk Committees.
22. The Chair agreed that the relationship of the Finance Committee to the Audit and Risk Committees would be considered, and suggested that this be done at the next Council meeting. It was noted that the Council's Effectiveness Review had commented on the handling of both audit and risk, but that its main recommendation had been the establishment of a Finance Committee. In this context, it was right that the Council considered first whether it wished to establish a Finance Committee, and if so, what its remit should be. It was also acknowledged that the Council would have to review the delegations from Council set out in the ordinances, if the Finance Committee was to be empowered to approve capital expenditure up to £30M.
23. Members agreed that the establishment of the Finance Committee should be agreed in principle with membership as set out in Paper D, with the detailed terms of reference to be considered again, alongside proposed revisions to the Audit and Risk Committees, at the next meeting.

Resolved:

- (i) That the proposal to establish Finance Committee of Council be approved in principle.**
- (ii) That Mr Chris Brinsmead be appointed as the Chair of the Committee, and that Dr Mahnaz Safa, Mr Christopher Williams and Ms Annabel Rudebeck be appointed as members of the Committee.**
- (iii) That Mr Christopher Williams should be the one member of the Council appointed as a**

member of both the Finance and Audit Committees, but with the proviso that this precluded him from being appointed as the Chair of either committee.

ITEM 8 - RESEARCH STRATEGY

24. The Council received a presentation on the College's Research Strategy from the Vice-Provost (Research), Professor Nick Jennings.
25. Although the College submitted more applications for research funding to the Research Councils than the other research intensive universities, its success rate was lower than some of its peers. Professor Jennings said that the College had regular conversations with the Research Councils so that it could better understand why applications had not been successful. One issue was that academics often had limited time in which to prepare and finalise applications before they were submitted, but applications which were 'rushed' were less likely to be successful. The Research Office was working with academics to improve the process for preparing and submitting applications.
26. Members asked about the impact of the College's research, and how this was communicated, particularly in relation to its long-term impacts, which could take decades to become apparent. Professor Jennings said that impact was an important factor in the Research Excellence Framework (REF), and that the College had performed particularly well in this measure. He agreed that the impact assessments prepared for the REF, which considered impact over the previous 20 years, could be publicised further to demonstrate the importance of the College's research.
27. Professor Jennings was asked what his priorities were for the next few years. He said it would be important for the College to improve its success rate for funding applications, while also diversifying its portfolio and attracting additional funds from alternative sources, particularly as access to EU funding could be reduced or curtailed as a result of BREXIT. Members thanked Professor Jennings for an absorbing presentation.

ITEM 9 – FACULTY OF ENGINEERING OVERVIEW (PAPER E)

28. The Dean of the Faculty of Engineering, Professor Jeff Magee, introduced Paper E, and gave members a presentation on the Faculty's strategic priorities.
29. Members asked about the numbers of international staff and students in the Faculty of Engineering. Professor Magee said about 40% of students were non-EU overseas nationals, and about 60% of masters and research students were from overseas. The staff also had a

diverse make-up, with about 30% coming from EU countries. Although the Faculty's senior leadership was all male at present, Professor Magee assured members that the Faculty strongly supported diversity, with several prominent women in senior professorial positions who could serve as role models for the next generation of researchers and academics.

ITEM 10 – HARLINGTON GRANT FUND REPORT (PAPER F)

30. The Clerk, Mr. John Neilson, presented Paper F, which was received for information.

ITEM 11 - HEFCE ANNUAL PROVIDER REVIEW 2017 (PAPER G)

31. Mr. Neilson presented Paper G, and advised members that the levels of assurance confirmed in the letter from HEFCE represented the highest possible level of assurance.

ITEM 12 - MANAGEMENT OF NON-CORE ASSETS (PAPER H)

32. Mr. Neilson presented Paper H, and advised members that the proposed revisions to the ordinances principally implemented the revised principles for the management of non-core (property) assets that had been agreed by the Council at its meeting in September 2016.

Resolved:

That the amendments to Ordinances A4, C1 and F2, as set out in Paper H, be approved.

ITEM 13 – FINANCIAL MANAGEMENT REPORT (PAPER I)

33. Paper I was received for information.

ITEM 14 – STAFF MATTERS (PAPER J)

34. Paper J was received for information.

ITEM 15 – MAJOR PROJECTS REPORT (PAPER K)

35. Paper K was received for information.

ITEM 16 – SENATE REPORT (PAPER L)

36. Paper L was received for information.

ITEM 17 – ANY OTHER BUSINESS

37. There was none.

NEXT MEETING

38. The Chair reminded members that the next meeting would be held on Friday 14th July 2017 at 10:00 a.m. at the Royal Brompton Hospital Campus, and that this would be preceded by a Council Dinner for members and their partners on Thursday 13th July 2017 to be held at the Imperial College Boathouse on Putney Embankment.