

## **MINUTES OF THE PROCEEDINGS**

**at the fifty-second Meeting of the**

### **COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE**

The fifty-second Meeting of the Council was held in Seminar Room A, the Guy Scadding Building, Royal Brompton Campus, Cale Street, London, SW3 6LY at 10:00 a.m. on Friday 14<sup>th</sup> July 2017, when there were present:

Sir Philip Dilley (Chair), Professor N. Alford, Mr. N. Andriopoulos, Mr. C. Brinsmead, Mr. T. Courtauld, Professor A. Gast (President), Ms. R. Lomax, 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, Mr. J. Cullen and Professor J. Magee.

#### **In attendance**

Ms. A. Compton, Professor S. Buitendijk (for Item 11 only), and Mr. J. Hancock (Assistant Clerk to the Court and Council).

#### **WELCOME**

The Chair welcomed the President Elect of the Imperial College Union, Alexandra “Chippy” Compton, to her first meeting of the Council.

#### **ITEM 1 – MINUTES**

##### **Council – 12<sup>th</sup> May 2017**

1. The Minutes of the fifty-first meeting of the Council, held on Friday 12<sup>th</sup> May 2017, were taken as read, confirmed and signed.

**ITEM 2 – CHAIR’S REPORT**

2. Opening his report, the Chair noted that this would be Neil Alford’s last meeting as the elected staff member of the Council, and announced that Professor Susan Eisenbach had been elected as his successor. Professor Eisenbach had been a staff member at the College since 1983, and had served as Head of the Department of Computing from 2010 until 2016.
3. The Chair then reported on the Court Meeting held on 15<sup>th</sup> June 2017 at the White City Campus. The Court had discussed the College’s alumni relations strategy, its plans for the White City Campus, and the College’s community engagement activities centred at White City. Members had also discussed their own engagement with the College. This was the Court’s second meeting since it had been restructured and its membership made more focused, and it had received very positive feedback from members.

**ITEM 3 – PRESIDENT’S REPORT**

4. The President, Alice Gast, reported on the recently held Away Day for the President’s Executive Group. At that meeting, the Executive Group had focused primarily on the College’s brand, its fundraising operations and strategy, and its Related Ventures.
5. With regard to branding, the Group had discussed how the College could build upon its London location whilst reflecting its global reach, and emphasise its ambition and excellence. She reported that the Communications team was working on a distinct, higher quality, visual identity for Advancement materials with a more consistent and prouder focus on our research and teaching. The College will use what it learns there to improve the College’s other promotional materials and to inform considerations on how Imperial College should be portrayed at the White City Campus. The President said she looked forward to sharing some of the redesigned Advancement materials with the Council in November.
6. The Executive Group had also debated the College’s priorities for fundraising. These priorities are linked explicitly to the strategy and include research funds, capital projects, PhD scholarships, outreach, and endowed chairs, as well as a major campaign for the School of Public Health and its move to the White City Campus.
7. The Executive Group had also reviewed progress on financial diversification via the College’s related ventures. This included both current offerings, such as student residential offerings through GradPad, and commercial lettings through ThinkSpace, and future opportunities, for instance involving education or medicine, where the College should only proceed after careful consideration and review.
8. The President was asked about the College’s preparations for Brexit. She said the College

was continuing to work on immigration and visa issues, and was also seeking to promote continued access to EU research funding and collaborative funding models post-Brexit. Another priority for the College was supporting its many European members of staff and, to this end, it was providing free legal advice for European staff considering applying for British citizenship, including support with completion of their applications. The College had also been working with the Russell Group to support the many close collaborations between UK and European universities.

#### **ITEM 4 – PROVOST’S REPORT**

9. The Provost, James Stirling, reported with great sadness that four students had died since the last meeting of Council. In each of the cases – none of which included suspicious circumstances – the College’s response had been coordinated by the new Director of Student Services, Hannah Bannister. The College had made immediate contact with the families, and through departmental pastoral support systems had offered support to any student colleagues affected.
10. Professor Stirling was pleased to report that the College had been awarded a teaching excellence rating of Gold – the highest possible - in the recently introduced Teaching Excellence Framework (TEF). The award was valid for three years. The statement of findings which had accompanied the decision indicated that *‘students from all backgrounds achieve outstanding outcomes, in particular with regard to progression to highly skilled employment or further study, which is significantly above benchmark’*. The statement had also acknowledged the *‘outstanding learning environment’* and the *‘stimulating and stretching’* education at Imperial, and had praised the exposure to, and engagement with, research that Imperial students benefitted from. Professor Stirling thanked Dr. Malcolm Edwards, Director of Strategic Planning, and his team, for putting together the provider metrics and narrative submission that had formed the basis on which the gold award had been made.
11. Imperial College was the only London-based Russell Group institution to have received a Gold award, and was one of only 8 out of 21 Russell Group institutions receiving Gold. Despite this award, Professor Stirling said the College was clear that much remained to be done; the award did not remove the imperative to implement the new Teaching and Learning Strategy that would be discussed later in the meeting. It was, however, a ringing endorsement for Imperial’s teaching and learning community, and gave the College considerable momentum to build on.
12. Professor Stirling turned then to the Grenfell Tower fire, which was close to the White City campus. Several members of staff had been directly and indirectly affected. The reaction of the College community to the tragedy had been exemplary, with more than 100 staff and students volunteering their services to the relief effort in the immediate aftermath of the

fire. More than 600 boxes of supplies had been collected, organised and stored; essential deliveries of baby products and clothes were made to displaced residents, and furniture and tables provided to respite centres. The College's Invention Rooms at White City had been used as an unofficial hub for supplies and volunteers. At a corporate level the College had engaged with the local Council from the evening of the tragedy, offering emergency accommodation and support, and the ICT department had provided a number of laptops to local children. Professor Stirling praised the level of response, which he said was testament to the strength and compassion of the College community. In particular, he thanked the Public Engagement team who had coordinated the army of volunteers and supply collections. If there was one positive to take from this shocking incident, it was the reaction of the Imperial community, as well as the lasting bonds formed between members of staff and the local community – the close working with residents and community groups in the area meant that Imperial was now even more embedded within the local White City community.

13. On a happier note, Professor Stirling announced that two members of staff had been honoured in the recent Queen's Birthday Honours list. Council member Professor Tom Welton had been awarded an OBE for his services to diversity in education, and Mr. Paul Brown – Mechanical Instrumentation Workshop Manager in the Department of Physics – had been awarded an MBE for services to higher education. Paul had worked at the College for 27 years, had made a major contribution to College life, and had been the driving force behind the creation of the College's successful apprenticeship scheme for mechanical technicians. Since the last meeting the College had also been able to recruit the internationally renowned mathematician Professor Martin Hairer, currently Regius Professor Mathematics at the University of Warwick, and his wife Professor Xue-Mei Li, also a distinguished mathematician at the University of Warwick. Professor Hairer had been awarded the Fields Medal in 2014, and his recruitment meant that, uniquely, Imperial's Department of Mathematics would now have two Fields medallists on its staff.

#### **ITEM 5 – FUTURE PROPOSALS FOR THE RISK AND AUDIT COMMITTEE (PAPER B)**

14. The President presented Paper B, and reminded members that the establishment of the new Finance Committee, which had been agreed in principle at the last meeting, had implications for the work of both the Audit and Risk Committees. Following the discussion at the last meeting, the work of both these committees had been considered carefully with their chairs, Rachel Lomax and John Cullen. As the Finance Committee would be considering issues of financial risk, and as the College's understanding of its risks had matured considerably since the creation of the Risk Committee in 2011, it had been agreed that it would be timely to merge the Audit and Risk Committees, with the new Audit and Risk Committee meeting four times a year.

15. The Chair of the Risk Committee, Rachel Lomax, said she was very supportive of the proposed changes, but suggested that the whole Council should in future discuss the College's major risks, and should itself consider the College's Risk Register at least once a year. The Chair of the Finance Committee, Chris Brinsmead, said he was also content with the revised terms of reference for the Finance Committee, which were presented for approval. The Chair of the White City Syndicate, Alison Nimmo, suggested that the Syndicate's terms of reference should also be reviewed and aligned with those of these new committees.
16. Members queried whether the membership of the Audit and Risk Committee, with just two other Council members in addition to the Chair, was sufficient. It was noted that the Committee could co-opt additional members.

**Resolved:**

- (i) That the terms of reference for the merged Audit and Risk Committee and for the new Finance Committee, as set out in Paper B, be approved.**
- (ii) That Mr John Cullen be appointed as the Chair of the Audit and Risk Committee, and that Mr Christopher Williams and Professor Jeremy Sanders be appointed as members of the Committee.**

**ITEM 6 – FINANCE COMMITTEE REPORT (PAPER C)**

17. The Chair of the Finance Committee, Chris Brinsmead, presented Paper C, the first report from the newly constituted Finance Committee. Discussion at the meeting had been active and engaged, and had focused in the main on the financial risks and sensitivities in the proposed budget. The papers had been very well thought through and presented by the Finance team. The Committee had also spent some time discussing capital expenditure, and had identified the revenues and surpluses generated by each part of the College as a topic for future discussion. Having considered the proposed budget at length and in detail, the Committee commended it to the Council.
18. Members asked if the Committee had considered the decline in cash from operations. The Chief Financial Officer, Muir Sanderson, confirmed that this had been discussed with the Finance Committee. He noted that the College's results in recent years had been very good, but that these had been helped by a series of one-off items which masked a slow erosion of the surplus generated from operating income. The risk was that this decline would reduce the amount that College would be able to invest in its core academic mission in the longer-term. The key mitigations were diversification of the College's income, and further efficiency gains in its operational costs. The College was doing a lot of work at present on improving

productivity in its support operations, this would be a key discussion item for the Finance Committee for at its next meeting.

19. Closing his report, Mr. Brinsmead said that Finance Committee papers would in future be made available for review by all members of the Council, and that other Council members would be welcome to attend and observe meetings of the Finance Committee.

#### **ITEM 7 – 2017 BUDGET AND CAPITAL PLAN (PAPER A)**

20. Introducing Paper A, Mr. Sanderson said that the proposed College budget was set out in the spreadsheet forecast which would be submitted to HEFCE. As Mr. Brinsmead had confirmed, this had already been considered in detail by the Finance Committee, which had recommended its approval to the Council. It was noted that only a slight decline was forecast for EU student numbers post-Brexit, rather than a sudden and sharp drop in numbers. Mr. Sanderson advised that numbers were currently holding up (at least in London), and there was little evidence at present to support a steep decline in EU student numbers after 2019. Even if there was a marked reduction in EU students, it was unlikely that this would affect the College's financial position in the short term, as it still would be able to recruit additional, high quality Home and Overseas students in place of EU students. Mr. Brinsmead agreed, and said the Finance Committee had been satisfied that good quality demand still comfortably outstripped the supply of student places. Members agreed with the emphasis the College put on ensuring the diversity of its student body even if demand from EU students were to decline.
21. With regard to the proposed Capital Plan, Mr. Sanderson noted that the paper did not attempt to reconcile yearly capital expenditure with the phasing of individual projects, but rather sought to identify the forecast project costs over the planning period and the overall financial envelope for capital projects in each year. He reminded members that each individual major project would still need formal approval before the College could proceed. He proposed that Council delegate approval of projects with a value of £10 – £30M to the Finance Committee to make best use of Council members' time and expertise with projects costing more than £30M still going to full Council.
22. The ICU President, Nas Andriopoulos, noted that if projects up to a value of £30M would in future be considered by the Finance Committee, this could result in projects that would impact on students (such as residence refurbishments) being approved without any input from the ICU President. Mr. Sanderson and Mr. Brinsmead agreed that the ICU President would be invited to attend Finance Committee meetings when projects of direct concern to students were to be considered for approval.

**Resolved:**

- (i) That the College budget for the period 2017/18 - 2018/19, including the HEFCE forecast for the three year period between 2017/18 to 2019/20, as set out in Paper A, be approved.
- (ii) That the College's 2017-18 Capital Plan, as set out in Paper A, be approved.
- (iii) That the revised capital approval limits, as set out in Paper A, be approved.

#### **ITEM 8 - LESSONS LEARNED FROM PREVIOUS CAPITAL APPROVALS (PAPER G)**

- 23. Introducing Paper G, Mr. Sanderson said that the current budgeting processes worked well for standard projects. Budgets were set realistically, and most such projects were now delivered on time and to budget. However projects involving the repurposing and fit-out of existing buildings originally intended for a different purpose had a higher level of forecast error. In future all projects would need to be subject to a pre-feasibility review and have a clear agreed client before they could be included in the Capital Plan. In addition, there would be greater scrutiny of the total project pipeline, including allocation of clients, through a Resource Allocation Board consisting of the President, Provost and Chief Financial Officer.
- 24. The Chair suggested that, for those projects which would have to be approved by the Council, it would be helpful for the Council to be told who the identified College client was for each project. This was agreed.
- 25. It was suggested that a key factor in controlling costs was the point at which the project specification was frozen; allowing changes to be made after this point would often result in significant cost increases. It was also noted that fit-out projects for existing buildings were often much more complex to manage than new builds, and that any contingencies built into the budget should reflect this greater complexity.

#### **ITEM 9 - AUDIT COMMITTEE REPORT (PAPER D)**

- 26. In the absence of the Chair of the Audit Committee, John Cullen, Paper D was presented to the Council by Rachel Lomax in her capacity as a member of the Audit Committee.

#### **ITEM 10 – RISK COMMITTEE REPORT (PAPER E)**

- 27. Ms. Lomax then presented Paper E as Chair of the Risk Committee. The Committee had considered the comprehensive annual Report on Safety, Fire, Health and Wellbeing. In this context, it had also discussed the Grenfell Tower fire, and had sought assurances that the

College was checking its own buildings and reviewing its fire safety risk assessments as a result. Mr. Sanderson confirmed that the College had been conducting a thorough review of all of its buildings following the Grenfell Tower fire. One of its buildings, the Woodward hall of residence, had a façade that included some external cladding made up of Aluminium Composite Panels, which were currently being tested. He assured members that Woodward Hall had multiple layers of fire protection including automatic sprinklers in bedrooms, hallways and communal kitchens, automatic fire detection in each bedroom and throughout the building as a whole, manual alarm buttons on every floor, and trained staff on site 24/7. He confirmed that the building was considered safe to occupy, but agreed to provide Council members with a note on the College's review of building safety.

28. Following the recent malware attack that had affected a number of NHS Trusts, members asked if the College was protecting itself from such attacks. Ms. Lomax said the Committee had previously received reports on cybersecurity issues, and suggested that the new Audit and Risk Committee should also review this issue on a regular basis. Mr. Sanderson said that the College had robust security systems in place, and also implemented security updates regularly (an issue in the attack on the NHS). He stated that it was likely that the College would suffer an attack at some point and the key issue was to therefore ensure that all important data was backed-up and recoverable

#### **ITEM 11 – LEARNING AND TEACHING STRATEGY (PAPER F)**

29. The Vice-Provost (Education), Professor Simone Buitendijk, gave the Council a presentation on the College's new Learning and Teaching Strategy, and on the College's ambition to provide first class education and a top quality student experience, to be renowned for applying the rigour of its research to the evaluation of its education, and to be a source of inspiration, aspiration and collaboration in the UK and abroad. Professor Buitendijk also set out the College's approach, which had been inspired by a number of initiatives elsewhere, and would be firmly based on good evidence. The focus on delivering a consistently world-leading experience for all Imperial's taught students would mean that Imperial would be the first institution to adopt a university-wide approach to introducing interactive, digitally enhanced teaching. Finally, she set out the next steps for the College, including the implementation of a change programme, the start of the curriculum review, and the transformation of the College's teaching in line with the Strategy.
30. Professor Buitendijk was asked what was being done to equip students for life after College. She said a key factor in the strategy would be to move away from the learning of facts, and to get students to think and work as professional scientists, engineers and medics. As an example she cited the work in Chemistry to change the approach to lab work, which provided students with a very different perspective on working in the lab, so that rather than simply



implementing protocols, they gained a better understanding of how and why work was conducted in the lab. This in turn gave them better problem-solving skills.

31. The ICU President, Nas Andriopoulos, said the Union had been fully engaged in the development of the new strategy, and that there was good evidence from the US that different teaching methods, as proposed in the strategy, were more effective. Professor Buitendijk said that the high level of involvement of the Union and of students in the development of the strategy was very unusual, but had proved to be very powerful.
32. Members noted that a recurrent feature in the College's National Student Survey results had been concerns over student feedback, and asked how this was being addressed. Mr. Andriopoulos said that the new methods set out in the strategy would provide students with a more personal experience and make better use of the contact time with academic staff. This would provide for more responsive feedback mechanisms to be used. The President agreed, and said academics could spend more time focusing on problem-solving and feedback rather than imparting facts to students.
33. It was suggested that there was a tendency in the top institutions for academics to focus on teaching the very best students. If the focus shifted to providing a better experience for everyone in the group, was there a risk that the College would fail to develop and challenge the very best? Professor Buitendijk said the evidence from the US and Canada showed that all students, including the very best, benefitted from the introduction of these new methods, but that the weakest benefitted the most. Although the level of improvement was less marked for the best students, there was still a significant improvement.
34. Professor Welton welcomed the new strategy, but said it was also important to provide support for staff in implementing new technologies and approaches to teaching. In this regard, he said the use of Teaching Fellows to support staff in making these changes would be crucial. Professor Buitendijk agreed and said that, while aspects of the strategy would require investment in new technologies and more investment in support for teaching staff, the longer term gains of this investment would be substantial.

#### **ITEM 12 - HEALTH AND SAFETY REPORT (PAPER H)**

35. The Clerk, John Neilson, presented Paper H, and said that a particular focus this year had been on providing leadership training in health and safety. Next year the focus would be on a College-wide campaign to improve near-miss reporting. The report also encompassed fire safety and occupational health. The most important aspect of the occupational health report was the focus on mental health support. To this end, the College now had 250 trained mental health first-aiders across its campuses. Finally, Mr. Neilson reported that both the College and the Chelsea and Westminster NHS Trust had pleaded guilty in the prosecution

brought by the HSE in relation to the death of Damian Bowen at the Chelsea and Westminster Hospital in 2011. Sentencing was expected to take place in the autumn.

### **ITEM 13 – REPORT FROM THE PRESIDENT OF THE IMPERIAL COLLEGE UNION (PAPER I)**

36. Introducing his final report as the ICU President, Nas Andriopoulos said it had been a good year for the Union, which had worked closely in partnership with the College on a number of issues, including Imperial’s submission to the TEF, and on the development of the Learning and Teaching Strategy. For the future, he said that the Union was committed to assisting the College in the implementation of the Learning and Teaching Strategy.
37. The Chair reminded members that this would be Mr. Andriopoulos’ last meeting. On behalf of the Council he thanked Mr. Andriopoulos for the valuable contribution he had made to the College, and to the work of the Council during his year in office. Echoing the Chair’s comments, the Provost, James Stirling, paid tribute to the way in which Mr. Andriopoulos and the Union had worked with the College in dealing with disciplinary and behavioural issues.

### **ITEM 14 – DATES OF FUTURE COUNCIL MEETINGS (PAPER J)**

38. The Chair presented Paper J, and drew members’ attention to the date of the Council meeting in February 2018, which had been moved to avoid the half-term week.

#### **Resolved:**

**That the dates of future Council Meetings, as set out in Paper J, be approved**

### **ITEM 15 – PROPOSED REVISIONS TO ORDINANCE C2 (PAPER K)**

39. Mr. Neilson presented Paper K.

#### **Resolved:**

- (i) **That the amendments to Ordinance C2, as set out in Paper K, be approved.**
- (ii) **That all references in the College Ordinances to “the College Secretary and Registrar” be amended to “College Secretary”, with immediate effect.**

**ITEM 16 – PROPOSED REVISIONS TO THE STUDENT DISCIPLINARY PROCEDURES (PAPER L)**

40. The Provost presented Paper L.

**Resolved:**

**That the amendments to the Student Disciplinary Procedure, as set out in Paper L, be approved.**

**ITEM 17 – HONORARY DEGREE NOMINATION (PAPER M)**

41. The President presented Paper M.

**Resolved:**

**That the nomination for the conferment of an Honorary Degree on Dame Sally Davies, as set out in Paper M, be approved**

**ITEM 18 – STAFF MATTERS (PAPER N)**

42. Paper N was received for information.

**ITEM 19 – MAJOR PROJECTS REPORT (PAPER O)**

43. Paper O was received for information.

**ITEM 20 – SENATE REPORT (PAPER P)**

44. Paper P was received for information.

**ITEM 21 – ANY OTHER BUSINESS**

45. The Chair advised members that this would be several members' last meeting as members of the Council, and he asked that the Council's thanks to each of the following members be recorded in the Minutes:

Professor Neil Alford;

Mr. Nas Andriopoulos, as previously noted;

Professor Nelson Phillips;

Professor Gavin Screaton

### **NEXT MEETING**

46. The Chair reminded members that the next meeting would be held on Friday 22<sup>nd</sup> September 2017 at 10:00 a.m. in the Skempton Building at the South Kensington Campus. This would be preceded by a Council Dinner on Thursday 21<sup>st</sup> September 2017, when members would be able to say farewell to the retiring members, Neil Alford, Nas Andriopoulos, Nelson Phillips, and Gavin Screaton, as well as Rachel Lomax and Jeff Magee, whose last meeting would be in September.