

MINUTES OF THE PROCEEDINGS

at the Forty-fifth Meeting of the

COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Forty-fifth Meeting of the Council was held in the Council Room, 170 Queen's Gate at 6:00 p.m. on Thursday 11 February 2016, when there were present:

Sir Philip Dilley (Chair), Professor N. Alford, Mr. C. Brinsmead, Dame Ruth Carnall, Mr. I. Conn Mr. J. Cullen, Professor A.P. Gast (President), Ms. J.R. Lomax, Professor J. Magee, Mr. J. Newsum, Mr. M. Sanderson, Ms. S. Murray, Ms. L. Sandon-Allum, Professor G. Screaton, Professor J. Stirling, Professor T. Welton and Mr. J. Neilson, the Clerk to the Court and Council.

Apologies

Professor A. Anandalingam.

In attendance

Mr. J.B. Hancock, the Assistant Clerk to the Court and Council.

WELCOME

The Chair welcomed Ms. Sara Murray to her first meeting as a member of the Council.

MINUTES

Council – 18 September 2015

1. The Minutes of the forty-fourth meeting of the Council, held on Friday 20 November 2015, were taken as read, confirmed and signed.

CHAIR'S REPORT

2. The Chair reminded members that the Council's constitution required it to have between 9 and 14 external members, and that there were still at least two vacancies for external members. He suggested that the immediate priority for the Council should be to fill those two vacancies, but that it should then seek to add a further two external members to the

Council later in the year. This would provide the Council with a wider pool of experience and expertise to draw on in its deliberations. Turning to progress with the recruitment of new members, he said that the President and he were in discussion with three potential candidates, and he was hopeful that at least two of these would agree to join the Council. The Nominations Committee had also agreed a shortlist of another four potential candidates who could also be considered for appointment. The Council endorsed the list of potential candidates proposed by the Nominations Committee, and agreed that the Chair and the President should meet with them and ascertain their willingness to serve on the Council.

3. The Chair then thanked members for approving the proposed revisions to the constitution of the Court (circulated on 29th January) by correspondence. He reminded members that the membership of the reformed Court would focus on alumni and local organisations. Following further discussion after the last Council meeting, he said it had also been agreed not to name the local organisations which would be represented on the Court in the Ordinance, but to leave this for the Council to determine.

Resolved:

That the revisions to Ordinance A7, *The Court*, that were approved by correspondence in early February 2016, be ratified.

PRESIDENT'S REPORT

4. The President reported that she would be making her annual address to the College community on 17th March 2016, and she hoped Council members would be able to attend. The subject of her address this year would be 'what do we mean by excellence'. The event on 17th March would also celebrate the achievement of the many College staff who had received external honours, awards and prizes in the last year. In that vein, the President noted that several College staff and associates had been recognized in the New Year's Honours List. Professor the Lord Darzi, the Director of the College's Institute for Global Health Innovation, had been named a member of the Order of Merit, as had Sir James Dyson, who had opened the Dyson School of Design Engineering in the last year. Sir Michael Uren, whose philanthropic gift to the College had enabled the Michael Uren Biomedical Engineering Hub at the White City Campus, had also received a knighthood for his services to philanthropy.
5. In addition, Professor David Miles, Professor of Financial Economics, and a former member of the Bank of England Monetary Policy Committee, had received a CBE; Professor Maggie Dallman, Associate Provost (Academic Partnerships), and former Dean of Natural Sciences, had been awarded an OBE; Clive Hargeaves, Technical Services and Facilities Manager in the Department of Civil and Environmental Engineering, had received the British Empire Medal; and eight other alumni had also been honoured.

6. The President then reported on the recent alumni events she had attended. In December she had attended a high-profile reception for alumni in San Francisco which had been well attended, and in January she had attended events in Malaysia and Singapore. Finally, she had attended the World Economic Forum Meeting in Davos along with academics from the College's Departments of Materials and Computing. Their presentations had been extremely well received. Professor Alford and Professor Ryan would be repeating their presentations for the Council after the meeting.
7. The President was asked if many universities were represented at Davos. She said that there were several universities represented, but that some had paid to attend. The College and a select few others were there at the invitation of the World Economic Forum. The College had been selected to give presentations at the IdeasLab because of the very high quality of its previous presentations; a standard which she said had been more than maintained this time. Attendance at these events was beneficial for the College, and she hoped that the benefits of some of the interactions fostered at these events would soon come to fruition.

PROVOST'S REPORT

8. Opening his report, the Provost said it was his sad duty to report the death of Vikesh Mistry, a second-year student in the Department of Earth Sciences and Engineering, who had passed away on 17th January 2016.
9. The Provost then reminded members that the Government's Green Paper into the future of higher education had been published in November, and that its headline proposals were the establishment of the Teaching Excellence Framework (TEF) and the creation of a new Office for Students. He reported that the College had submitted its formal response to the Green Paper on 14th January. The response, a copy of which was publicly available on the College website, focused on the introduction of the TEF and set out the College's view that, in its present form, the TEF did not provide a sufficiently robust method of assessment for teaching excellence. Moreover, the Green Paper did not address the imbalance created by the relatively high cost of providing a quality STEM education in comparison with other subjects. The College response also emphasised the importance of teaching in a research-led environment, and argued strongly that the TEF should be fully piloted first in order to develop appropriate measures of excellence in teaching, identify and eliminate unintended consequences, and gain the confidence of the sector.
10. The Provost said that the Imperial College Union had also produced its own response to the Green Paper, which he commended, and that there had been a lot of common ground between the two submissions. Closing his report, the Provost said that interviews had now been held for the post of Vice Provost (Education), and he hoped that the successful candidate would be announced soon.

CAPITAL PROJECTS - EVELYN GARDENS (PAPER A)

11. The Chief Financial Officer, Mr. Muir Sanderson, presented Paper A and reminded members that the freehold of Evelyn Gardens was not owned by the College, and so did not fit comfortably with the College's agreed accommodation strategy. Its buildings were also in such poor repair that the Evelyn Gardens halls would soon cease to be habitable unless they were refurbished. The freehold was held by the Wellcome Trust, although the College had a lease with a 33 year period remaining. The College was not in a position to purchase the freehold, but it had explored options for an early buy-back of the lease with the Wellcome Trust without success. As the halls were not appropriate to be used as part of the first-year guarantee, whereby first year undergraduates were provided with guaranteed accommodation in a College hall of residence, it was now proposed to undertake a basic refurbishment of the halls in two phases and use them to provide reasonably-priced accommodation for 2nd to 4th year undergraduates who would otherwise have to find accommodation in the private rental market. The College had determined that the rental income provided would enable the project to recoup its costs over a ten year period. The project was split into two phases to test demand for the accommodation, and so that any lessons from phase 1 could be learned and implemented in phase 2.
12. The President of the Imperial College Union, Ms. Lucinda Sandon-Allum, said that the proposals had been welcomed by students. There was a strong demand from students for affordable accommodation close to the Campus, and this was a better, and safer, solution for students than renting from some private landlords.
13. The Council recognised that the Trust had indicated that it was not interested in buying out the remaining years of the College's lease, and agreed that, in the absence of any other practical options, the proposed way forward was sensible and cost-effective. It was also noted that the College was, in any case, obliged to maintain the properties under the terms of the lease, and that this proposal would meet this requirement while also providing students with reasonably-priced accommodation close to the South Kensington Campus.

Resolved:

That the proposed refurbishment of three student halls of residence at Evelyn Gardens at a capital cost of £11.62M, as set out in Paper A, be approved.

CAPITAL PROJECTS - RESIDENTIAL TOWER (PAPER B)

14. Mr. Sanderson presented Paper B. He reminded members that in February 2015 the Council had agreed to develop the Residential Tower as a conditional joint venture, with the College

set to acquire the outright interest in the Tower on completion via a turnkey agreement capped at £100M. However, building costs had risen since then, and this meant that it was no longer possible to deliver the scheme within this cap. It was now proposed that the College should fund the whole project, with its partner, Voreda, managing the delivery process for a flat Development Management Fee. Although this would entail the College taking on the development for the project, rather than sharing a portion of it with Voreda, the commercial risks (which had in any case always rested with the College) had not changed, the direct costs to the College would reduce, and it would still maintain control of the freehold and retain ownership of the Tower on completion. The White City Syndicate had given careful consideration to the new development proposal, and in particular had examined the increased risk profile for the College in considerable detail. It had also asked for further due diligence work to be undertaken, particularly in relation to the development and construction risks associated with the Project. Mr Sanderson confirmed that this additional due diligence had been undertaken, and that this had provided increased confidence in relation to these particular risks. He noted that 98% of the projects costs would be fixed, and that the contractors would also provide the College with a performance bond.

15. The Chair of the White City Syndicate, Mr. Jeremy Newsum, said that the project had been the subject of extensive discussion at the Syndicate's last meeting, and that, with the additional assurances provided as a result of the additional due diligence work, the Syndicate had recommended the proposal for approval.

Resolved:

- (i) That the proposal that the College fund 100% of the delivery of the Residential Tower Building, with the College maintaining control of the freehold, and retaining outright ownership of the Tower on completion, as set out in Paper B, be approved.**
- (ii) That the construction of the Residential Tower be undertaken by way of a Design and Build Development Agreement with Voreda, at an all in cost to the College of not more than £90 Million, as set out in Paper B, be approved.**
- (iv) That the Chief Financial Officer be given delegated authority to negotiate and approve the detailed terms of the proposed design and build development agreement with Voreda, as set out in Paper B.**

FINANCIAL MANAGEMENT REPORT (PAPER C)

16. Paper C was received for information.

REMUNERATION COMMITTEE ANNUAL REPORT (PAPER D)

17. Paper D was received for information.

IMPERIAL WHITE CITY SYNDICATE REPORT (PAPER E)

18. Paper E was received for information.

ENDOWMENT REPORT (PAPER F)

19. Paper F was received for information.

MAJOR PROJECTS REPORT (PAPER G)

20. Paper G was received for information.

STAFF MATTERS (PAPER H)

21. Paper H was received for information.

SENATE REPORT (PAPER I)

22. Paper I was received for information.

ANY OTHER BUSINESS

23. **Council Dinners.** The Chair reminded members that, starting with the next meeting, it had been decided to reinstate a Council dinner the evening before each Council meeting, rather than before just a select few each year. An email confirming the dates of the Council dinners would be sent to members.
24. **Inquest.** The Clerk, Mr. John Neilson, reminded the Council that in 2011 an employee of the Chelsea and Westminster Hospital Trust, Mr. Damian Bowen, had died while working alone at night in a lab shared by the College and the Hospital. The cause of death had never been established despite extensive investigations by the police and the Health and Safety Executive (HSE). In January, the College had been advised that the Coroner had decided finally to open the inquest into the death in March 2016. However, although the police

investigation was now complete, the HSE had asked for the inquest to be deferred. The coroner had agreed to a temporary deferral, and it was likely that the inquest would now be conducted before the end of the year. Mr. Neilson undertook to keep the Council informed of developments.

NEXT MEETING

25. The Chair reminded members that the next meeting would be held on Friday 13 May 2016 and would be hosted by the Imperial College Union.