

## **MINUTES OF THE PROCEEDINGS**

**at the**

**Thirty-fifth Meeting of the**

**COUNCIL**

**of the**

**IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE**

The Thirty-fifth 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, 7<sup>th</sup> February 2014, when there were present:

The Baroness Manningham-Buller (Chair), Professor A. Anandalingam, Mr. C. Brinsmead, Mr. I. Conn, Mrs. P. Couttie, Mr. D. Goldsmith, Professor N. Gooderham, Sir Thomas Hughes-Hallett, Professor D.P.A. Kelleher, Ms. J.R. Lomax, Professor J. Magee, Mr. J. Newsum, Mr. S. Newton, Ms. K. Owen, Mr. M. Sanderson, Professor J Stirling, the President & Rector and the Clerk to the Court and Council.

### **Apologies**

Dame Ruth Carnall, Professor M.J. Dallman, Mr. P. Dilley and Professor Dame Julia Higgins.

### **MINUTES**

#### **Council – 22<sup>nd</sup> November 2013**

1. The Minutes of the thirty-fourth Meeting of the Council, held on Friday, 22<sup>nd</sup> November 2013, were taken as read, confirmed and signed.
2. The Chair advised members of a proposal to change to the way in which Council minutes were published. Until now, the College had published the minutes and papers of Council meetings on line and in hard copy shortly after they had been approved at the next meeting of the Council. As many of the papers now contained information that was confidential and commercially sensitive, this was becoming increasingly problematic and was also out of line with general practice in the sector, which was to publish the minutes only on line. In future only the Council minutes would be published on line, with redactions where necessary. The hard copy printed minutes and papers would continue to be prepared for archive purposes.

### **CHAIR'S REPORT**

2. The Chair welcomed the appointment of Professor Alice P. Gast as the next President, which had

been agreed by Council members by correspondence and announced by the College at the beginning of the New Year. The Chair asked the Council to ratify formally Professor Gast's appointment.

**Resolved:**

**That the appointment of Professor Alice P. Gast as President of Imperial College London from September 2014, in succession to Professor Sir Keith O'Nions, be ratified.**

3. The Chair said that Professor Gast proposed to spend some time at the College before taking up her appointment in September, and she hoped it would be possible to arrange for Governors to meet Professor Gast on one of her visits to the College.
4. The Chair then reported that the President of the Imperial College Union had raised concerns about new legislation on immigration, which could make it harder for the College to recruit international students. Although the College's applications did not appear to have suffered as yet, there was clear evidence that the tougher new regime was having a detrimental impact on the HE sector, with the number of students from India and the sub-continent showing a significant decline. Similar concerns had been raised in Parliament and a Parliamentary Committee was to consider the issue.
5. Concluding her report, the Chair said that she had recently visited the Crick Institute, which was due to open in 2015, and had been impressed by the scale of progress with its development. She suggested that a brief report on the Institute should be provided for the Council at its next meeting.

**ACTION: DEAN, FACULTY OF NATURAL SCIENCES**

**PRESIDENT & RECTOR'S REPORT**

6. The President & Rector reported that his top priority would now be to effect a smooth transition to Professor Gast's Presidency. Turning to other senior appointments, he reported that interviews were being held for a permanent Dean of the Lee Kong Chian School of Medicine in Singapore. The post had attracted a very high standard of applicants. Interviews were also being held for a successor to Lord Darzi, who had stood down as Chairman of the Academic Health Science Partnership.
7. The President & Rector then reported that Sir James Dyson had donated £5M to support the creation of a new Dyson Robotics Laboratory at the College. The laboratory would develop computer vision programs which would enable robots to move beyond controlled environments and work in the real world, through improved vision and computer processing power.
8. The College had also been reviewing its priorities for redevelopment at the South Kensington Campus as part of the overall master-planning process. This had demonstrated that the refurbishment of the Chemistry Building was not a viable option and there was no immediate prospect of suitable modern laboratory-based facilities for Chemistry being developed at the South Kensington Campus. It had therefore been agreed that some Chemistry activities would have to relocate to the Research & Translation Hub at the Imperial West site as soon as possible. Not only would this provide Chemistry with the up-to-date facilities it required, it would also break the deadlock at South Kensington and provide an opportunity for other facilities there to be moved and

upgraded.

9. Finally, the President asked the Dean of the Faculty of Medicine, Professor Kelleher, to update the Council on recent developments in cancer care. Professor Kelleher reported that the College, the Royal Marsden Hospital, the Institute of Cancer Research and Imperial College Healthcare Trust had agreed to work together in partnership for the benefit of cancer care and research. The Partners would design and set up a Cancer Board through which a joint strategy for cancer research and care would be designed and models of service developed and implemented on a pilot basis. The framework for this process was being codified by way of a Heads of Agreement. It was intended that this would allow more detailed proposals towards a formal contract of collaboration to be developed and presented to the Boards of the Partner organisations within the next six months. The Council welcomed this news and congratulated the President and Professor Kelleher on this development.

### **PROVOST'S REPORT**

10. Professor Stirling reported that he had now visited all of the departments in the College. It was clear from these visits that one of the College's key strengths was the quality of its academic and non-academic staff, although it was recognised that there was a need for greater coordination between the academic and professional service departments. Two priorities that had emerged from these meetings were providing additional support for the College's 2,000 post-docs, and also improving gender equality across the College. In relation to the latter, he set out an aim for all College departments to be recognised for good practice in recruiting, retaining and promoting women in STEMM in higher education through the achievement of an Athena Swan award. Several Departments had already achieved some level of recognition and he hoped the others would follow suit very soon. He also reported on the College's success in being awarded 10 Doctoral Training Centres by the EPSRC, the highest number of centres awarded to any university; and on the recent creation of a Data Sciences Institute, with support from Huawei. Finally, he noted that the College was about to launch a staff attitudes survey and was hoping to achieve a 65% response rate. The survey would build on the results of the College's previous survey conducted in 2011, and would help to compile a full and comprehensive picture of the views of all staff about Imperial as a workplace.

### **GOVERNANCE OF THE IMPERIAL WEST SYNDICATE (PAPER A)**

11. The President & Rector presented Paper A and reminded members that proposals for a revised remit for the Imperial West Syndicate, together with its relationship to the Council and the College Cabinet, had already been discussed a number of times by the Council. These discussions had helped to shape these final proposals which had been prepared jointly by the President & Rector, the Chair of the Syndicate, Mr. Newsum, and Mr. Dilley.
12. It was suggested that paragraphs 5 and 6 of the proposed terms of reference appeared to place the onus on the Syndicate to ensure it had sufficient knowledge of the College's strategy and priorities, whereas it should be for the Cabinet to keep the Syndicate informed of the College's priorities. Similarly, it was suggested that the Syndicate's role was not itself to make proposals to the Council, but rather to comment upon and support recommendations from the Cabinet and to escalate

matters where there was disagreement between it and the Cabinet. The President & Rector confirmed that this was indeed what was intended, but agreed that the proposed terms of reference could be clarified in line with these suggestions. Mr. Newsum also agreed that proposals should only come to the Council from the Cabinet once they had been fully endorsed by the Syndicate.

**Resolved:**

- (i) That, subject to the amendments noted above, the proposed terms of reference and governance arrangements for the new Imperial West Syndicate, as set out in Paper A, be approved.**
- (ii) That the proposed work schedule for the new Imperial West Syndicate, as set out in Paper A, be approved.**

**ANIMAL RESEARCH: UPDATE FOLLOWING THE BROWN REPORT (PAPER B)**

13. The Vice President (Health) and Dean of the Faculty of Medicine, Professor Kelleher, presented Paper B. He reminded members that, following the publication of allegations about animal research at the College in the Sunday Times in April 2013, the College had commissioned an independent report on the culture and approach to animal care and welfare at Imperial, chaired by Professor Steve Brown. Professor Brown's report had been published in December 2013, with the College's response to it published at the end of January. The report's recommendations, which had all been accepted by the College, were intended to ensure that Imperial would in future meet the highest standards in animal research and care both in the UK and internationally. This would require significant cultural and structural changes in the way animal research was conducted and managed at the College, and an implementation plan was now being developed. Professor Kelleher noted that Professor Brown's panel had not considered the specific allegations; these were being considered by the Home Office. Although it had yet to report on its findings, the Home Office had responded positively to the College's full acceptance of Professor Brown's recommendations.
14. The Council agreed that the College's response had been proportionate and sensible. Implementing Professor Brown's recommendations would strengthen the College's position and ensure that it would be a leader in the conduct of animal research. Although this would require significant additional investment, this was justified to maintain the College's position and protect its reputation for world-leading research. In relation to the specific recommendations, it was suggested that the College's website pages on animal research should give more prominence to the NC3Rs (Replacement - use of non-animal methods; Reduction - methods which reduce the number of animals used; and Refinement - methods which improve animal welfare) as these were the foundation for the Brown recommendations. It was also suggested that the College should seek to learn from best practice in animal research in industry as well as from other academic institutions. The Clerk, Mr. Neilson, noted that the new governance structure for animal research would include a Governance Board with external membership, which could include experienced people from industry.
15. There was some concern that these matters had come to light as the result of an undercover campaign rather than from the College's and the Home Office's own inspections. Professor Kelleher said that the College had put new quality assurance processes in place in advance of the

publication of the Brown report. The next implementation phase would build on the improvements which had already been made. With regard to broader regulatory and compliance issues, it was agreed that these should be considered by the Risk Committee.

#### **UPDATE ON UNIVERSITIES SUPERANNUATION SCHEME (PAPER C)**

16. The Chief Financial Officer, Mr. Sanderson, presented Paper C, which had been prepared at the request of the Remuneration Committee. The paper set out the latest funding position of the Universities Superannuation Scheme (USS), and acknowledged that the scheme might have to be restructured to address its current deficit. Negotiations with university members and trade union representatives were about to commence, but it was likely that any restructuring would probably include a mixture of reduced benefits for members and increased contributions from both employers and employees.
17. It was suggested that a significant increase in contributions would not be affordable. However, it was also recognised that, if benefits were reduced substantially, this could have an impact on recruitment as the provision of a relatively generous pension scheme was a key part of the College's overall recruitment package. It was agreed that the Risk Committee should consider the risks associated with the pension schemes, both in terms of potential contingent liabilities and the implications for recruitment, once USS's plans for addressing the deficit became clearer.

**ACTION: RISK COMMITTEE; CHIEF FINANCIAL OFFICER**

#### **PROPOSALS FOR THE AWARD OF HONORARY DEGREES AND THE IMPERIAL COLLEGE MEDAL (PAPER D)**

18. The President & Rector presented Paper D and advised the Council that most of the proposed Honorary Degrees and Medals would be presented at the College's postgraduate awards ceremonies in May 2014. Further nominations would be presented to the Council at its meeting in July. The President & Rector noted that the College was also reviewing its process for making nominations for national honours and that this would in future be aligned with the process for agreeing nominations for Honorary Degrees and Medals.

#### **Resolved:**

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

#### **PROPOSED AMENDMENTS TO THE CHARTER, STATUTES AND ORDINANCES (PAPER E)**

19. The Clerk, Mr. Neilson, introduced Paper E and noted that the proposed revisions to the Charter, Statutes and Ordinances were intended to reflect the College's new governance model with responsibilities split between the President and the Provost. He reminded members that the revisions to the Charter and Statutes would have to be approved by the Privy Council before they could take effect, but that the revision to the Ordinances would have immediate effect.

**Resolved**

- (i) That this Council, in pursuance of Article 20 of the Royal Charter, hereby makes by Special Resolution the amendments to the Charter and Statutes of the College, as set out in Paper E, subject to such changes as may hereafter be required by the Privy Council and which are agreed by the University.
- (ii) That the Amendments to the Ordinances, as set out in Paper E, be approved.

**PROPOSED AMENDMENTS TO THE FITNESS TO PRACTISE MEDICINE PROCEDURES (PAPER F)**

20. Mr. Neilson then presented Paper F. The revisions were intended to correct some inconsistencies in the Fitness to Practise Medicine procedure's interaction with other College procedures. Mr. Neilson said that the procedure should also have been updated to include recent titular changes such as those for the Faculty Dean and College Consuls and he asked the Council to approve these changes as well.

**Resolved:**

**That, subject to the inclusion of additional titular changes as noted above, the revised *Procedure for the Assessment of Fitness to Practise Medicine*, as set out in Paper F, be approved with immediate effect.**

**REF REPORT (PAPER G)**

21. The Provost presented Paper G and noted that the number of staff submitted into the REF was similar to the number submitted into the last RAE. This showed that the increase in research income in the intervening period was not a result of increased staff numbers. It was also clear that the REF process was a considerable burden which served to distort recruitment patterns across the sector. The benefit and value for money of the REF process was doubtful, as it was likely that the funding outcomes would be little different if a metrics-based distribution model were used. It was hoped that this would be recognised by BIS and that an alternative approach for determining research funding could be agreed before the next REF exercise.

**FINANCIAL MANAGEMENT REPORT (PAPER H)**

22. The Chief Financial Officer, Mr. Sanderson, presented Paper H. The College was performing well and was on target to exceed its budgeted surplus for the year by £16M. However, he noted that the College was still well short of generating the £100M *per annum* required to fund its investment needs.

**ENDOWMENT REPORT (PAPER I)**

23. The Chair of the Endowment Board, Mr. Newton, presented Paper I. He also reported that a College spin-out company, Circassia, in which Innovations had invested, had just announced an

intention to float on the London Stock Exchange in order to provide funds for the commercial launch of its cat allergy programme and for the final clinical phases of its ragweed, grass and house dust mite allergy programmes.

#### **COLLEGE STRATEGY METRICS (PAPER J)**

24. Presenting Paper J, the Provost reported that a Strategy Away Day was being held with heads of department on 14 March. This would start the process of preparing the College's strategy for 2015-2020. As part of this, he said that the College wanted to develop a clearer set of metrics that were more closely aligned with the Strategy. Although the current metrics provided the Council with a large amount of interesting data, it was not always clear how these related to the strategy or how some of the data should be interpreted. It was agreed that the metrics for the next Strategy should be both clearer and assessed more critically.

#### **REMUNERATION COMMITTEE ANNUAL REPORT (PAPER K)**

25. The Chair presented Paper K, which was received primarily for information. She suggested that the Council might discuss the College's remuneration strategies in more depth at a future meeting.

#### **IMPERIAL COLLEGE UNION ANNUAL REPORT (PAPER L)**

26. The President of the Imperial College Union, Mr. Goldsmith, presented Paper L. He noted that the Union was now working to a 3-year strategy and budget which had been agreed with the College. Moving to a 3 year funding model gave the Union a greater degree of stability as well as the ability to plan projects on a longer term basis. Mr. Goldsmith confirmed that the Union was fully engaged with the College on its plans for improving the student experience. The Council congratulated the Union on the wide range of its activities and on the professionalism of its annual report.

#### **STAFF MATTERS (PAPER M)**

27. Paper M was received for information.

#### **MAJOR PROJECTS REPORT (PAPER N)**

28. Paper N was received for information. It was suggested that the Major Projects Report could in future include more financial information on each project.

#### **SENATE REPORT (PAPER O)**

29. Paper P was received for information

**ANY OTHER BUSINESS**

30. There was none.

**NEXT MEETING**

31. The Chair reminded members that the date of the next meeting was Friday, 16 May 2014.