

**MINUTES OF THE PROCEEDINGS**

**at the sixty-second Meeting of the**

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

The sixty-second Meeting of the Council was held in Seminar Rooms 1, 2 and 3, Glenister Hall, Imperial College London, Charing Cross Campus, Margravine Road, London W6 8RP at 10:00 a.m. on Friday 12<sup>th</sup> July 2019, when there were present:

Sir Philip Dilley (Chair), Professor N. Brandon, Mr. C. Brinsmead, Mr. T. Courtauld (by phone), Mr. J. Cullen, Professor A. Gast (President), Ms. S. Murray, Dame Alison Nimmo, Dr. M. Safa, Professor J. Sanders, Mr. M. Sanderson, Mr. R. Tomkies (ICU President), Professor F. Veloso, Professor I. Walmsley (Provost), Professor J. Weber, Professor T. Welton, Mr. C. Williams and Mr. J. Neilson (Clerk to the Court and Council).

**Apologies**

Mr. I. Conn, Professor S. Eisenbach and Sir Jonathan Michael.

**In attendance**

Professor N. Alford (Associate Provost, Academic Planning), Mr Abhijay Sood (ICU President Elect), Dr Simon Hepworth (Director of Enterprise) (for item 12 only) and Mr. J. Hancock (Assistant Clerk to the Court and Council).

**WELCOME**

The Chair welcomed the Imperial College Union President Elect, Mr. Abhijay Sood, to his first meeting of the Council. Mr Sood would take over as President of the Imperial College Union from 1 August 2019, and would be a full member of the Council from that point.

**ITEM 1 – MINUTES**

**Council – 17<sup>th</sup> May 2019**

1. The Minutes of the sixty-first meeting of the Council, held on Friday 17<sup>th</sup> May 2019, were taken as read, confirmed and signed.

**ITEM 2 – CHAIR’S REPORT**

2. The Chair provided members with a brief report, noting in particular the recent Exhibition Road Festival, which had been held on 28<sup>th</sup>, 29<sup>th</sup>, and 30<sup>th</sup> June. The Festival had been a great success and very well attended. Although all of the institutions on Exhibition Road had been involved, the College had contributed most of the material for the Festival, and the Chair thanked all of the College staff who had contributed to, or taken part in, the Festival.
3. The Chair then asked Dame Alison Nimmo to report on the annual meeting of the Court, which she had hosted on his behalf, as he had been unable to attend the meeting. Dame Alison reported that the Court Meeting had been held at the White City Campus, and the members of the Court had all been impressed with the transformation of the site since they had last met there in 2017. Court members, who were all passionate advocates for the College, had been particularly enthused by the inspiring work with the local community undertaken in the College’s Hack Space at White City. The meeting had also provided an ideal opportunity to explain the College’s future vision for the Campus to the members of the Court.

**ITEM 3 – PRESIDENT’S REPORT**

4. Opening her report the President, Professor Alice Gast, also said that the Exhibition Road Festival had been very successful. Although it had been built on the success of the College’s previous Science Festivals, and the College had played the major role in this Festival, it had also involved 21 other partners, and had been very well-attended over the whole weekend. Local councillors from Kensington and Chelsea had been very impressed by the event, and indications were that they would now be amenable to closing Exhibition Road for other similar events in the future. Next year’s Festival would take place on 3<sup>rd</sup> – 5<sup>th</sup> July, and the President hoped that the V&A, Natural History Museum and Science Museum would join with the College in hosting the event and arranging for the Road to be closed.
5. The President also reported that the new Vice-President (Advancement), Mr. Michael Murphy, had now joined the College; she hoped he would soon have an opportunity to meet the Council. The College had recently arranged a visit to the Large Hadron Collider at CERN for VIPs and alumni, which had been both popular and successful. The Alumni Division was trying to arrange another similar visit while the particle beam was in shut down mode, and it was possible for visitors to enter the tunnels.
6. Moving on, the President reported that the Augar review of post-18 education had been published on 30<sup>th</sup> May 2019. Although it had made a number of recommendations on the future funding of HE, including a reduction in home undergraduate tuition fees to £7,500, the current Brexit crisis and the imminent change of Prime Minister meant it was not clear

if or when the Government would implement any of the recommendations.

7. Closing her report, the President circulated a dashboard of proposed metrics, and asked if members would find it useful to receive an updated dashboard at each meeting alongside the note of future events and notable media coverage that were currently circulated. It was suggested that these regular updates could in future be provided to members using the Diligent Boards app, rather than in printed form at each meeting.

#### **ITEM 4 – PROVOST’S REPORT**

8. Opening his report, the Provost, Professor Ian Walmsley, congratulated Professor Tom Welton on his election as the next President of the Royal Society of Chemistry. Professor Welton’s term as President of the RSC would commence in July 2020. The Provost reminded members that Professor Welton’s term as Dean of the Faculty of Natural Sciences, and as a member of the Council, would come to an end in December. Recruitment for the new Dean was underway and interviews were due to take place in early October. The Council congratulated Professor Welton on his election.
9. The Provost then updated Council on the USS pension scheme dispute. Consultation on the 2018 valuation was continuing, and the USS Trustees were currently discussing three options for completing the 2018 valuation with the Pensions Regulator. Following consultation with staff, the College (and the majority of HEIs) had expressed a preference for option 3, which provided for a small increase in contributions from October 2019, and a new valuation in 2020. This would allow the Joint Expert Panel to complete the second phase of its work and for their recommendations to be considered at the earliest possible opportunity. The sector was waiting to hear from the USS Trustees whether this arrangement would be acceptable to the Pensions Regulator, and could therefore be agreed.
10. If the 2018 valuation could not be completed, the USS Trustees would implement the 2017 valuation, which had been approved by the Pensions Regulator. Under this valuation there would be a larger increase in contributions for universities and for staff in October, followed by a further rise in April 2020.
11. In June the College had received a letter from UCU demanding that the College agree to UCU’s national policy position of ‘no detriment’. Following consultation with staff, the College had confirmed that it remained committed to an affordable defined benefit scheme, but could not agree with the position of no detriment for UCU members. The College continued to call for USS to be fully transparent in its communications and for all parties to work together, alongside the JEP, to reach an agreement on the way forward. UCU had now indicated that staff would be balloted on industrial action during September. As ballots for action would be based on local results at each institution, it was possible that some

institutions could have industrial action whilst others would not.

12. The Provost reported that the College had submitted its Access and Participation Plan to the Office for Students as agreed at the last Council meeting. He reminded members that there were two key metrics for social disadvantage used by the OfS: POLAR, which is a measure of participation in Higher Education on the basis of relatively large geographical areas; and IMD – the Index of Multiple Deprivation – which includes a range of other measures. The OfS had indicated that, as the College’s outreach activities to date had been mainly focussed in London, they would be willing to accept that progress in meeting the POLAR targets would be relatively slow in the first five years of the 20 year horizon. In contrast, for IMD, the OfS considered that the College’s activity was already mature and it therefore expected a greater level of ambition. The College was discussing with the OfS a more ambitious target against the IMD measures, as well a number of other minor changes to the text of the College’s submission, none of which would materially affect the College’s plans.
13. The Provost then reported on the development of an over-arching academic strategy for the College. Having developed the proposed approach in collaboration with the Deans and Vice/Associate Provosts, an overview of the strategic framework had been presented to staff and students at a number of consultation events at the various campuses. Using feedback from these events, the strategy would now be refined and investment priorities selected for consideration by the Provost’s Board later in July.
14. The Provost then turned to the NSS results, which had been published on 3 July. Across the College, overall student satisfaction remained unchanged at 82%, compared to a rise in the sector as a whole from 83% to 84%. Overall satisfaction had increased in eight Departments, but had decreased in nine. The results showed that there was still more to be done in improving the student experience at the College. There was already much work underway with the Learning and Teaching Strategy to enhance the curriculum, review courses and find opportunities for inclusive and innovative teaching, and Imperial would continue to work in partnership with its students to provide the best experience for students and staff. The College was also reviewing the Strategy to assess progress, and was working to improve student wellbeing and the student experience inside and outside of the classroom, and would continue to involve students in this work.
15. The College had also received the results of this year’s staff survey and its key findings had been presented to the College community at a number of staff roadshows in June. The response rate was 57% (down 7% from the 2017 survey), however, employee engagement continued to be strong at 74% (in line with 2017) and higher than the benchmark average. Areas to improve included issues around pressures at work, wellbeing, and change management. The College and its departments were now reviewing the results. An initial response to staff would be published in July and a College-wide action plan would be published in September.

16. Finally, the Provost reported that the Prime Minister, Theresa May, had used her visit to the College in June to announce historic plans to end UK carbon emissions by 2050. Joined by the Energy and Clean Growth Minister, Claire Perry, she had toured the College's Carbon Capture Pilot Plant and met academics and students who are developing ways to capture and utilise CO<sub>2</sub> emissions before they can harm the planet. She also met with Professor Joanna Haigh, former co-director of the Grantham Institute, who had led a group of eminent climate change researchers in urging the Prime Minister to enshrine the target into UK law.

#### **ITEM 5 – AUDIT & RISK COMMITTEE REPORT**

17. The Chair of the Audit & Risk Committee, Mr. John Cullen, reported on the Committee's most recent meeting. It had approved the proposed internal audit plan for 2019-20, and had also reviewed the outstanding recommendations from previous audits. KPMG had agreed with the Committee a plan for reducing the number of outstanding recommendations in the coming year. The Committee had also received PWC's plan for this year's external audit, and had also reviewed the College's Risk Register. The latter would be presented to the Council for consideration at its next meeting in September. Finally, Mr. Cullen said that the Committee had agreed to review the College's Relationship Review Policy, including the Committee's role in reviewing new relationships, in the coming year.

#### **ITEM 6 – FINANCE COMMITTEE REPORT**

18. The Chair of the Finance Committee, Mr. Chris Brinsmead, reported that the Committee had reviewed the College's proposed budget for 2019-20 carefully, and had also considered the College's long-term sustainability. While it was clear that the budget for this year was affordable, the forecasts for future years showed costs increasing at a greater rate than income, which if not addressed would be a concern for the College's future financial strength. The Committee had therefore agreed to establish a joint task force, to be chaired by Mr. Chris Williams, and which would include the Deans as well as the Chief Financial Officer, Mr. Muir Sanderson. In the coming year the task force would consider the actions the College could take to reduce the projected imbalance between income and expenditure. The task force would report back to the Finance Committee and the Council on its work in July 2020, and would also provide an interim report in November 2019. With regard to the budget for 2019-20, Mr. Brinsmead confirmed that the Finance Committee recommended its approval by the Council, and he thanked Mr. Sanderson and the Finance team, as well as the Deans, for all the work they had done in preparing the budget for the Committee.

**ITEM 7 – THE COLLEGE’S 2019-20 BUDGET (PAPER A)**

19. The Chief Financial Officer, Mr. Muir Sanderson, presented Paper A and noted that the detailed budget had been presented to the Finance Committee, the papers for which had also been made available to all members of the Council. Mr. Sanderson noted that in the past, as the College had grown in size, it had also become more productive with income growing at a faster rate than expenditure. However, as Mr. Brinsmead had noted, this was no longer the case reducing the cash the College was able to invest in maintaining its position as a world-class university. Mr. Sanderson noted that all UK universities were facing similar issues, and he suggested that the College was better placed than most to tackle these challenges.
20. In response to this challenge, the College wished to increase its cashflow by £30M per year by the end of five years. The levers for achieving this included a review of the support services operating model and of the appropriate level of contribution to be made by each of the Faculties. By the time the next budget was agreed in July 2020, the task force would have identified how best to achieve this target. Finally, Mr. Sanderson noted that in November the Council would be asked to approve the next 5-year forecast for submission to the OfS. Preparation of these forecasts would be an important part of the work being undertaken by the task force, and would provide the Council with an early indication of how the work was progressing.

**Resolved:**

**That the 2019-20 Operating Budget and Capital Plan, as set out in Paper A, be approved.**

**ITEM 8 – SEARCH COMMITTEE REPORT (PAPER B)**

21. The Deputy Chair, Mr. John Cullen, presented Paper B and commended the appointment of Mr. John Allan CBE as the next Chair of Council. Mr. Cullen confirmed that Mr. Allan was willing to commence his appointment as Chair of Council on 1 January 2020, and that Sir Philip Dilley had also agreed to continue as Chair until 31 December 2019.

**Resolved:**

**That John Allan CBE be appointed as Chair of Council, initially for four years from 1 January 2020, and that Sir Philip Dilleu should continue as Chair until 31 December 2019.**

**ITEM 9 – NOMINATIONS COMMITTEE REPORT (PAPER C)**

22. The Chair introduced Paper C, and noted that, although Dame Alison Nimmo had decided to

stand down from her position on the Council at the same time as she stepped down as CEO of the Crown Estates, he was pleased to say that she had agreed to continue to serve as a member of the White City Campus Syndicate.

**Resolutions:**

- (i) **That the recommendation of the Nominations Committee, that Mr. John Cullen be re-appointed as a member of Council for four years to 31 July 2023, be approved.**
- (ii) **That the recommendation of the Nominations Committee, that Dame Alison Nimmo be re-appointed as a member of the Council for three months to 31 December 2019, be approved.**

**ITEM 10 – TRANSFER OF THE SCHISTOSOMIASIS CONTROL INITIATIVE (SCI) (PAPER D)**

23. The Dean of the Faculty of Medicine, Professor Jonathan Weber, presented Paper D. The SCI had originally been established as a research project. However, it now simply provided treatments for schistosomiasis in sub-Saharan Africa, and was no longer actively engaged in research. The SCI was a highly-rated activity and attracted a significant amount of philanthropic income, in part because of all of the money donated to the project was spent on treatments, with the administrative costs currently being met by the Faculty of Medicine. As the SCI no longer engaged in research, this was not a sustainable position, and it had been proposed that it should now be established as a charity in its own right. Professor Weber confirmed that, in view of this change in status for the SCI, a substantial grant recently awarded to the SCI by the Department for International Development would be administered by Sightsavers in the interim until the SCI had been fully established as a charity, and built up its own track record, at which point the grant would then be transferred to the SCI.

**Resolved**

**That authority be delegated to the President's Board to approve the terms on which the activities, assets and liabilities of the College's Schistosomiasis Control Initiative work were transferred to SCI Foundation, consistent with the proposals set out in Paper D.**

**ITEM 11 – ESTATES STRATEGY (PAPER E)**

24. Professor Gast and Professor Neil Alford, the Associate Provost (Academic Planning), introduced Paper E with a presentation on the College's Estates Strategy, which set out a long-term vision for the College's estate, including the development of multi-disciplinary

hubs at White City, consolidation of the medical campuses, and the provision of high-quality facilities for teaching and research at South Kensington. As well as setting out a Vision for 2050, the Strategy also set key strategic goals for the next five years.

25. Council members welcomed the Strategy, which very effectively consolidated previous strategic discussions of various estate-related issues at the Council since the Away Day in February 2017.

#### **ITEM 12 – TECHNOLOGY TRANSFER – A NEW APPROACH (PAPER F)**

26. Before the Provost, Professor Walmsley, presented Paper F, the Chair welcomed the Director of Enterprise, Dr. Simon Hepworth, to the meeting. Professor Walmsley reminded members that the technology transfer operation, which had previously been provided by Imperial Innovations as an external provider, had now been brought in-house. As a result, the Technology Transfer Office would in future operate as part of the Enterprise Division, in close alignment with the Corporate Partners Team, and he thanked Dr. Hepworth, as well as Mrs. Lynne Cox and Ms. Milena Radoycheva, for all their work in arranging for the transfer of this activity to the College. Now that this had been brought in-house, the College would be setting ambitious growth targets, particularly with regard to licensing. The College would also be setting up an external advisory board and would establish a proof-of-concept fund to assist in the development of new ideas.
27. In response to questions from the Council, Professor Walmsley confirmed that the College received some funding from Government, which supported the College's Enterprise Lab. However, the Government's new Industrial Strategy, which sought to support innovation, should provide further opportunities for external funding of this activity. He felt it was important in the longer run that this activity should be sustainable and should cover all of its costs. While most Technology Transfer Offices in UK HEIs did not currently do so, those at the top universities in the US were profitable, and this was the model which the College was seeking to emulate.

#### **ITEM 13 – HEALTH AND SAFETY ANNUAL REPORT (PAPER G)**

28. The Council received the annual report on Safety, Fire, Health & Wellbeing for the period 1 January to 31 December 2018 as Paper G, and noted that this had already been scrutinised by the Provost's Board and by the Audit & Risk Committee.



**ITEM 14 – IMPERIAL COLLEGE UNION PRESIDENT’S REPORT (PAPER H)**

29. The President of the Imperial College Union, Mr. Rob Tomkies, presented Paper H. The Union was performing well and had also maintained a very strong and productive working relationship with the College, particularly with regard to the development of the Teaching and Learning Strategy and improving the student experience. He noted that for the first time the Union’s income had gone down this year, largely because of a 5% reduction in alcohol sales in its bars. This reflected a national trend as students across the Country were drinking less, and while this had health benefits for students, the Union was considering carefully how it should address this decline in its income.
30. On behalf of the Council the Chair thanked Mr. Tomkies for the contribution he had made during the year both to the College generally, and more specifically to the work of the Council.

**ITEM 15 – DATES OF FUTURE COUNCIL MEETINGS (PAPER I)**

31. The Council received the proposed dates of future Council meetings for the years 2019-20 to 2022-23. The Chair noted that some of the dates might have to change following the appointment of the new Chair, but that the Council would be advised of any such changes in good time.

**Resolved:**

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

**ITEM 16 – STAFF MATTERS (PAPER J)**

32. Paper J was received for information.

**ITEM 17 – SENATE REPORT (PAPER K)**

33. Paper K was received for information.

**ITEM 18 – ANY OTHER BUSINESS**

34. The Chair noted that Mr. Iain Conn’s and Professor Susan Eisenbach’s current terms of office were coming to an end. On behalf of the Council, he thanked them both for the

contributions they had made to the work of the Council, and of the College, during their time as Council members. He also advised members that the Assistant Clerk, and Head of Central Secretariat, Mr. Jon Hancock, was retiring from his post, and that this would be his last Council meeting. On behalf of the Council he thanked Mr. Hancock for the support he had provided to the Council over his twenty years in post.

35. The Chair informed members that Professor Terry Tetley had been elected as the new elected staff member in succession to Professor Susan Eisenbach. She would join the Council at its next meeting in September.

### **NEXT MEETING**

36. The Chair reminded members that the next meeting would be held on Friday 20<sup>th</sup> September 2019.