

MINUTES OF THE PROCEEDINGS OF THE

COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

Held on 13 May 2022, at 9.30 am, in the Council Room, 170 Queen's Gate, SW7 2AZ.

Present

Mr J. Allan (Chair), Professor Sir L. Borysiewicz, Professor N. Brandon, Mr T. Courtauld, Mr J. Cullen, Professor A. Gast (President), Dr L. James, Mr R. Kalifa, Mr D. Khanna, Dr. T. Lawrence, Mr R. Lewis, Dr M. Meaney, Professor J. Mestel, Sir Jonathan Michael, Ms S. Murray, Dr M. Safa, Professor J. Sanders, Mr S. Saxena, Professor F. Veloso, Professor I. Walmsley (Provost), Professor J. Weber, Mr C. Williams, and Ms. G. Brankin (College Secretary)

In attendance

Ms. L. Burrows (item 4.2), Dr M. Edwards (item 5.1), Ms R. Knight (Assistant Secretary), Mr. R Martin (item 4.2), Professor C. Moore (item 1), Mr M. Murphy, and Ms A. Wolthuizen.

WELCOME AND APOLOGIES

1. The Chair welcomed all attendees. Apologies were received from Professor R. Craster.
2. Noted the Research Excellence Framework results, with thanks to all staff involved.
3. Received a presentation from Ms M Meaney and Professor C. Moore regarding support for Ukrainian refugees. Council noted their extraordinary achievement.

MINUTES AND MATTERS ARISING

4. The Minutes from the meeting held on 11 February 2022 were approved.

Resolved:

That the Minutes of the meeting of the Council, held on 11 February 2022, be approved.

5. There were no matters arising.

CHAIR, PRESIDENT, AND PROVOST REPORTS

President's Report (Paper 3.2)

6. The following was highlighted from the paper:
 - a. The upcoming Great Exhibition Road Festival in June 2022;
 - b. That the proposed regional partnership to establish a new medical School in Cumbria had been announced. Noted thanks to the project team.
7. In addition Council noted:
 - a. Recent positive media coverage about Scale Space, which reflected the College's aim of building a community with excellent facilities and access to the best talent;
 - b. That six Imperial researchers had been elected to the Fellowship of the Academy of Medical Sciences in recognition of their contributions to biomedical and health science to generate new knowledge and improve the health of people everywhere;
 - c. That four Imperial Professors had been elected to the American Academy of Arts and Sciences. They were amongst thirty-seven new International Honorary members of the Academy from sixteen countries, tripling the number of Imperial staff connected with the Academy.

Provost's Report (Paper 3.3)

8. Council noted further thanks and congratulations to staff for their contributions to the REF result. Consideration was being given as to how to formally celebrate the results.
9. The REF rankings were explained, noting that the College's overall performance was very strong. The results were more remarkable given that sector performance had also improved. The REF results would determine Quality-related Research (QR) funding.

Chair's Report

10. Highlights since the last meeting included visits to campus groups: particularly Imperial as One and the Department of Surgery and Cancer.
11. The Chair and Provost had met the Joint Trade Unions. Discussion included Trade Union participation in the upcoming Governance Effectiveness Review.
12. Noted Athena Swan target agreed the Assistant Provost (EDI) that by 2027 40% of external Council members would be female.

Governance Effectiveness Review

13. The Halpin Partnership had been appointed to conduct the governance effectiveness review, as required by the CUC Code of Governance in Higher Education. Council would receive a report outlining findings and recommendations at the September meeting. The review Scope would be available to Council members via Diligent.

REPORTS FROM COMMITTEE CHAIRS

Strategy Review Committee

14. Themes were emerging from discussions about the College sub strategies. At the last meeting the Committee had received a presentation about the Enterprise Strategy. The next meeting would focus on the People Strategy, with the Teaching and Learning Strategy discussed in autumn term before reporting to Council in November.

Property Committee (Paper 2.2)

15. Good progress had been made, particularly regarding White City. Council discussed White City South. There was consensus to accelerate the development of the campus, with some appetite for a single person to co-ordinate the work and for clear agreed priorities.

Finance Committee (Paper 2.3)

16. In addition to the paper, noted that inflation would impact on research and development awards for the next few years and discussed the management approach. Council would receive the financial forward plan at the next meeting.

Audit and Risk Committee (Paper 2.4)

17. In addition to the paper, Council received an oral update regarding the Audit and Risk Committee meeting held on 10 May 2022.
 - a. Recommended an update to the terms of reference (elsewhere on Council agenda);
 - b. Discussed annual risk register, querying whether sustainability should be a separate risk and increasing cyber risk;
 - c. Received a report on NHS risks, which reflected the highly complex structure and improvements made over the past year;
 - d. Noted that the remedial cladding work had been completed on Woodward halls, with work progressing on Griffon studios;
 - e. Received reports from the Scrutiny Committee and the relationship review report.
18. Noted the extension of the PwC External Audit contract to 30 November 2023.

MAJOR DISCUSSION ITEMS

Advancement Annual Report and Strategy (Paper 4.1)

19. Council received a presentation which set out:
 - a. an introduction to the Advancement division;
 - b. funds secured year to date and benchmarked against peers;
 - c. fundraising priorities;
 - d. strategic issues and planning.
20. In discussion:
 - a. how the College could prepare for a comprehensive fundraising campaign that reflected the strengths and culture of the College;
 - b. the importance of research in motivating donors, especially principal gifts;
 - c. it was suggested that post doc researchers could receive alumni benefits.

International Student Recruitment (Paper 4.2)

21. Council received a presentation which:
 - a. confirmed the ambition to recruit students of the highest calibre regardless of background;

- b. outlined the risks associated with a lack of diversity in the student intake and key challenges;
- c. set out the 3-year strategy to address the risks and challenges, including the creation of the Marketing, Recruitment and Admissions Division, which would support the College, Faculty and Departments in recruitment and conversion activity;
- d. highlighted some pilot and other initiatives.

22. In discussion:

- a. that some education systems took a different approach to the UK, which could merit the consideration of changes to College programmes to make them more attractive;
- b. how the College engages current students to represent the College with peers in their countries;
- c. the importance of communication and of the need for the College to tell its own story rather than rely on others to do so.

ACTION: It was agreed that the Central Secretariat would organise a Council workshop for members to explore and understand the rationale for the recruitment strategy target markets.

ACTION: Council to receive an update on the strategy at the May 2023 meeting.

MATTERS FOR DISCUSSION AND UPDATE

Access and Participation Plan Update (Paper 5.1)

- 23. Further to the matters raised in the paper, Council discussed the increased target for the number of black students, noting that the 2022 target had been met.
- 24. Discussion also included:
 - a. continuation rates and performance metrics for widening participation cohorts compared to the wider cohort;
 - b. the impact of revised A level grades in 2020 and 2021;
 - c. support and outreach activities.

Governance Effectiveness Review

- 25. The review was discussed during the Chair's Report.

STARRED ITEMS FOR APPROVAL AND NOTING

26. Council received the starred items and noted the Research Integrity Report (Paper 6.2), the Report from Senate (Paper 6.3), and Staff Matters (Paper 6.4).
27. Council received the Harlington Trust Report (Paper 6.1).

Resolved:

That the grant of £100,000 for the Multi-Use Games Area at Harlington be approved.

ANY OTHER BUSINESS

28. Received the revised Audit and Risk Committee terms of reference (Paper 7.1).

Resolved:

That the Audit and Risk Committee terms of reference, as set out in Ordinance A9: Terms of Reference for Committees of the Council, be updated.

29. Noted that the College was liaising with the President-Elect regarding the recruitment of a Chief Operating Officer.

The meeting closed at 12.53pm