

IMPERIAL

University Management Board Summary of Items for Discussion/Decision 11 June 2024

Staff Survey Results¹

- The Senior Consultant from People Insight, Kate Pritchard, presented a high-level overview of the results from the 2024 Staff Survey including the response rates, survey themes, highlights and lowlights, focus areas and next steps.
- The Board noted the number of staff who shared they had experienced bullying and harassment and the Director of HR confirmed that whilst every case submitted via Report and Support was investigated, not enough staff feel confident to come forward.
- The Board discussed the timing of the survey taking place as the Professional Services Moves were announced and suggested that further analysis should take place to compare results across staff groups, as well as ethnicity, gender and disability.
- The Director of HR confirmed that the next steps would include developing an action plan for the key areas of focus in order to implement meaningful change and that the results would be shared with Heads of Department, the community and in depth for super users at departmental level.

Imperial Futures Deep Dive²

- The Board received the Imperial Futures Deep Dive paper led by the Vice-Provost (Research and Enterprise), Mary Ryan, which outlined the plan to create four cross-cutting Schools of Convergence Science.
- The Board were supportive of the Schools succeeding, and in some cases subsuming, the Global Challenge Institute structure as the primary vehicles for interdisciplinary science and raised that concerns should be addressed within the community relating to the structure's alignment to the new Strategy and the impact on existing Institutes.
- The Board discussed the call for expressions of interest for the Co-Directors of the Schools of Convergence Science and the Deans of each Faculty were asked to encourage interested colleagues to apply.
- The Board endorsed the deep dive paper on the Schools of Convergence Science for submission to the July Council meeting.

Imperial Empowers Deep Dive³

- The Board received the Imperial Empowers Deep Dive paper led by the Vice-Provost (Education and Student Experience), Peter Haynes. The Associate Provost (Digital Lifelong Learning), Leila Guerra, delivered a presentation about the plans to develop the Institute of Extended Learning.
- The Associate Provost (Digital Lifelong Learning) confirmed that the consultation on the plans for the Institute demonstrated sufficient appetite to deliver the pilot programmes and raised the importance of providing access to upskill Imperial staff.
- The Board discussed the budget outlined in the paper and it was confirmed that the support staff costs related to existing members of staff that would be moving into the Institute.
- The Board discussed the modelling for the first two years in relation to current workload and it was confirmed that the pilot programmes planned would help to analyse individual case situations, with the aim that academic growth would be facilitated through the planning round process once the Institute was providing financial contributions to the faculties.
- The Board endorsed the deep dive paper on the Institute of Extended Learning for submission to the July Council meeting.

Principal Risk Register Review⁴

- The Board received the Principal Risk Register Review paper led by the Registrar and University Secretary, Richard Martin, which outlined the review undertaken to thematically align the principal risks with the new Strategy.
- The Board emphasised that whilst the high-level strategic themes were appropriate, core business was a central part of research and education delivery and should be reflected in the risk strategy.
- The Registrar and University Secretary highlighted that the paper would be updated, for example following the announcement of the general election, and the Board approved the paper for submission to the June Council Audit and Risk Committee.

Property Business Case Approvals:

Academic Building (White City – Development Zone 3 South)

- The Board received the Academic Building paper led by the Chief Operating Officer, Robert Kerse, which presented the business case for a new academic building that can support up to 7,500 students and 700 staff at the White City Campus.
- The Board discussed the potential higher revenue margin of the building due to the proposed academic teaching mix and how the revenue created could support the provision of future lab-based buildings in the academic estate.
- The Board discussed borrowing across the sector, and it was clarified that during the borrowing period the debt would not need to be serviced by operating cash generated across other parts of the portfolio.
- The Board approved the business case for the Academic Building and suggested revisions to the narrative in advance of submission to Council.

Project Minerva

- The Board received the Project Minerva paper led by the Chief Operating Officer, Robert Kerse, which shared the proposed joint venture for a commercial science and innovation building to provide additional space for co-location activity at the White City Campus.
- The Board raised the scenario analysis relating to the capital commitment and theoretical returns in the development phase assuming a minority equity stake, and it was confirmed that the capital commitment would be dependent on building design, specification and contracting markets which would be complete in around 12 months.
- The Board approved the planned joint venture for Project Minerva and for the paper to be presented to Property Committee and Finance Committee to recommend the project to Council for approval.

5 Year Capital Plan 2024-29⁵

- The Board received the 5 Year Capital Plan 2024-29 paper led by the Chief Operating Officer, Robert Kerse, which set out the 5 year capital investment for the three portfolios (Academic, Residential and Science Innovation) and how this investment will be funded.
- The Chief Financial Officer, Tony Lawrence, raised the implications of the cost of the major strategic projects on achieving net zero carbon by 2040 and noted that the Chief Property Officer was working with ARUP to review phasing to meet the targets with the reduced spend profile.
- The Board noted that within the budget envelop agreed, the Operations and Infrastructure Committee would review the small repurposing/refurbishment projects.
- The Board raised the risk profile of the variance on overall spend of 5 years and it was clarified that caution would be exercised on the large projects until the peak spend was surpassed and that with potential downsides, e.g. reduction in interest rates increasing future pension

contributions, the large ranges on spend were expected.

- The Board recommended the proposed Capital Plan expenditure for Council approval at the July meeting.

Operating and Capital Budgets 2024/25 - 2025/26

- The Board received the Operating and Capital Budgets 2024/25 - 2025/26 paper led by the Chief Operating Officer, Robert Kerse, and the Chief Financial Officer, Tony Lawrence, which presented the overall financial position based on current budget submissions for the next two financial years.
- The Board discussed the pace of the ramp-up in student numbers in the 3-year lead up to the new Academic Building at White City opening and the Deans of each faculty were supportive of increasing student numbers, but emphasised that academic headcount would need to be expanded first.
- It was raised that space was the limiting factor in accommodating the increase in students and staff and it was confirmed that the Vice-Provost (Education and Student Experience) and Registrar and University Secretary would review the scope of central timetabling to enable space sharing.
- The Board queried the essential and deferred funding requests, and it was confirmed that communications were due to budget holders to provide context and outline the potential chance for review in November.
- The Board approved the overall financial position based on the current budget submissions for financial years 2024/25 and 2025/26 for submission to Finance Committee.

Tuition and application fees for 2025/26 entry

- The Board received the tuition and application fees for 2025/26 entry paper led by the Registrar and University Secretary, Richard Martin, and the Chief Financial Officer, Tony Lawrence, which presented the proposed tuition and application fees for new students who will join the University in 2025/26.
- It was raised that there were apparent differences in postgraduate taught fees across faculties which would benefit from a longer-term discussion to align principles and rationale.
- The Board approved the proposed tuition and application fees for new students who will join the University in 2025/26 and agreed that overseas undergraduate tuition fees in the Faculty of Engineering and the tuition and application fees in Business School would be approved by Chair's action by September 2024.

Centre for Societal Engagement⁶

- The Board received the Centre for Societal Engagement paper led by the Vice President (International), Associate Provost (Academic Partnerships), Maggie Dallman, which outlined the business case for the Centre for Societal Engagement.
- The Board raised the public engagement and outreach activities that were already taking place across the University, and it was confirmed that the Centre was expecting to support and build upon existing activities, with members of Faculties and Departments invited to sit on the Centre's Steering Group.
- The Board noted the value that public engagement brings to research projects and queried how the Centre could support grant writing, and it was confirmed that the Centre would work with the Research Office to agree the best way to contribute.
- The Board approved the creation of the Centre for Societal Engagement and £100k funding over 3 years to see new collaborative initiatives and leverage additional external income.

Papers approved below the line:

- UMB Committee Reports
 - White City Programme Board

- Operations and Infrastructure Committee
 - Academic Strategy Committee
- Annual Report of Safety, Fire and Health
- White City East-West Link
- Relationship Policy
- Risk Appetite Statement
- Advancement Annual Report
- Health and Safety Report

Next Meeting: The next meeting of the University Management Board will be held on Tuesday 9 July 2024.

¹ Kate Pritchard, Senior Consultant at People Insight, in attendance.

^{2,3} Anna Shierson, Director of Strategic Planning, in attendance.

³ Leila Guerra, Associate Provost (Digital Lifelong Learning) and Vice-Dean (Education) for the Business School, in attendance.

^{4,5} Elaine Heyworth, Director of Risk Management, in attendance.

⁶ Vicky Brightman-Hahn, Director of Public Engagement, in attendance.

⁶ Andrew Tebbutt, Director of Outreach, in attendance.