

THE INSTITUTE OF CANCER RESEARCH
Minutes of the Meeting of the Board of Trustees
held on Thursday 21 July 2022, 9.30-13:30
CBL Lecture Theatre and by Zoom video conference

Members: Julia Buckingham (JB), (Chair)
 Kristian Helin (KH), Chief Executive
 Charlie Geffen (Deputy Chair)
 Chris Bakal (Academic Board Representative)
 Bill Burns (by Zoom)
 Mandy Donald (by Zoom) (from 10.30am)
 Charlie Foreman
 Iain Foulkes (by Zoom) (until 12 noon)
 Clare Isacke
 Nic Jones
 Bastien Lecoeur (Student Representative)
 John Shakeshaft

Apologies: Cally Palmer
 Ruchir Rodrigues

In Attendance: Gordon Stewart (GST), Chief Operating Officer
 Paul Norris (PNO), Director of Finance
 Magda North (MNO), Director of Corporate Governance (Secretary)
 Kevin Harrington (KHA), Head of Radiotherapy and Imaging (from 10.30am)

Item 3: Richard Hoey, Director of Communications and Policy
 Item 5 and 6a: Carol Ford, Chief People Officer
 Item 5: Vanessa McKean, Equalities, Diversity and Inclusion Manager

B/02/22/1	<u>Formal Matters</u>
	The Chair welcomed members to the meeting. She updated on the visit from the Chair of CRUK Professor Sir Leszek Borysiewicz to the ICR's Sutton site earlier in July. She also updated on the incoming Executive Chair of Research England, Professor Dame Jessica Corner.
	a) <u>Minutes</u> The Minutes of the meeting held on March, 19 May and 27 June 2022 were approved. b) <u>Actions</u> The action log was noted.
B/02/22/2	<u>Chief Executive's Report</u>
	The Chair congratulated the ICR on its impressive achievement in coming second in the recent Research Excellence Framework (REF), and in coming first in biological

sciences. Particular thanks were given to Barbara Pittam and her team and to Clare Isacke (CIS).

Kristian Helin (KHE) discussed further highlights from the CEO report:

Research achievements and updates

- ICR rated second in UK among all higher education institutions in REF 2021 analysis
- ICR among top-ranked universities for invention income for ninth consecutive year
- New protein degradation centre targeting 'undruggable' cancers made possible by major philanthropic donation
- ICR awarded UKRI funding to support early-stage translational research with commercial potential
- RadNet receives funding for new immune pathology network
- ICR launches first collaborative clinical trial in India and student exchange programme
- Olivia Rossanese takes up leadership roles for Division of Cancer Therapeutics and Cancer Therapeutics Unit
- ICR researchers recognised for impact in prestigious awards and prizes

Latest research studies

- Scientists discover mechanism controlling spread of pancreatic cancer
- Scientists report link between male infertility and breast cancer in men
- ASCO Annual Meeting 2022

Learning and Teaching – Inspiring tomorrow’s leaders

- ICR Annual Conference 2022 celebrated achievements in research and looked forward to the future
- ICR scientists awarded prizes at the 2022 Molecular Oncology Writing Competition

Operations – powering our research

- ICR welcomes Simon Francis as the new Director of Estates and Facilities
- ICR launches new recognition scheme – Above and Beyond awards
- Science Museum cancer exhibition featuring ICR research comes to London
- ICR responds to survey by enhancing researcher support
- ICR launches new equipment catalogue
- ICR Discovery Club showcases combination therapies and bids farewell to Lara Jukes, the driving force behind our fundraising

Policy developments

- EMA recommends olaparib for treatment of high-risk, early breast cancer
- ICR named Leader in Openness in animal research
- ICR calls for NHS to embed research into cancer care

Discovery Club events

- Celebrating the second anniversary of the Centre for Cancer Drug Discovery

B/02/22/3	<u>ICR Institutional Strategy</u>
	<p>Richard Hoey (RHO) joined the meeting and KHE presented slides on the ICR's institutional strategy. He reported that the single strategy set out how the ICR could do better, where investment was needed and where additional activity was needed in order to support the ICR's vision. The Board strongly supported the strategy as presented and the following points were made:</p> <ul style="list-style-type: none"> • The strategy provided a clear sense of direction and was in line with other major cancer centres. The ICR's unique activity was its drug development. • A shorter version of the strategy was additionally needed, and would be available online. • The strategy needed to be underpinned by an implementation plan with milestones and relevant KPIs that set out how success would be measured in 5 years' time. • The importance of the relationship with the RM was emphasized, and the work on integrated diagnostics was an excellent example of integration. • The addition from the RM of 'Diagnose better and earlier' was supported. <p>RHO confirmed that a launch event and media event would take place in the Autumn</p> <p>The Board approved the ICR's institutional strategy in principle, and agreed that the ICR's executive would finalise the external published document.</p>
B/02/22/4	<u>Scientific Presentation from Chris Lord</u>
	<p>Professor Chris Lord (CLO), Team Leader in Gene Function Laboratory, Deputy Director of Breast Cancer Now Toby Robins Research Centre and Deputy Head of Breast Cancer Division joined the meeting to present on 'Optimising precision medicine approaches in cancer'. CLO was thanked for an excellent presentation.</p>
B/02/22/5	<u>ICR implementation of the Office for Students expectations on addressing sexual misconduct and harassment</u>
	<p>Carol Ford (CFO) and Vanessa McKean (VMC) joined the meeting and updated on how the ICR was meeting OfS expectations on addressing sexual misconduct and harassment. This included updating policies, Student Charter, Code of Practice and training, launching a Report and Support online system and supporting communication campaign.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To support the communications' campaign to raise awareness within the ICR as appropriate in September 2022. • To the further recommendations based on recent guidance from CUC on Tackling Harassment and Sexual Misconduct. • To publish an annual report on bullying and harassment cases in the interests of transparency, as happened on research integrity.
B/02/22/6	<u>Financial Matters</u>

	<p>a) Finance Report (May)</p> <p>PNO reported on the ICR's financial position as at end May 2022.</p>
B/02/22/7	<u>Appointments</u>
	<p>a) Nomination Committee Report</p> <p>The Chair noted the report and sought Board approval to appoint Professor Chris Molloy to the Board.</p> <p>The Board agreed to appoint Professor Chris Molloy to the Board with effect from 1 September 2022.</p> <p>b) Members of the ICR – approved</p> <p>The Board approved the appointment of Nigel Jones, James Maltin, Lianne Patterson and Farhan Shakoor as Members of the ICR.</p>
B/02/22/8	<u>Committee Minutes</u>
	<p>The Board noted the following minutes:</p> <p>a) Academic Board meeting held on 24 January 2022 and 25 April 2022</p> <p>b) Audit Committee meetings held on 21 March and 20 June 2022</p> <p>c) Executive Board meetings held on 8 April and 27 May 2022</p> <p>d) Investments Committee meeting held on 11 May 2022</p> <p>e) ICR/RM Joint Executive Group meeting held on 18 March 2022</p>
B/02/22/9	<u>Any Other Business</u>