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THE INSTITUTE OF CANCER RESEARCH
Minutes of the Meeting of the Board of Trustees
held on Thursday 2 February 2023, 09:30-14:00
CBL Lecture Theatre and by Zoom video conference

Members: Julia Buckingham (JBU), (Chair)
Kristian Helin (KHE), Chief Executive
Charlie Geffen (CGE), Deputy Chair
Chris Bakal (CBA) – from 10:00
Bill Burns (BBU)
Mandy Donald (MDO) – until 13:00
Bastien Lecoœur (BLE) – from 10:00
Charlie Foreman (CFO) – withdrew at Item 7
Iain Foulkes (IFO) – on Zoom from 10am until 11:30
Clare Isacke (CIS)
Nic Jones (NJO) – on Zoom until 13:00
Chris Molloy (CMO) – until 12:10
Cally Palmer (CPA) – from 10:00 to 11:30
Ruchir Rodrigues (RRO) – from 10:45
John Shakeshaft (JSH) – until 12:30

Apologies: None

In Attendance: Gordon Stewart (GST), Chief Operating Officer – until 13:00
Paul Norris (PNO), Director of Finance
Magda North (MNO), Director of Corporate Governance (Secretary)
Kevin Harrington (KHA), Head of Radiotherapy and Imaging – until 13:00

Item 4: Trevor Graham, Director of Centre for Evolution and Cancer
Item 6: Simon Francis, Director of Estates and Facilities and Peter Watts, Watts Sustainability
Item 8: Richard Hoey, Director of Communications and Policy and Interim Director of Development
Item 9: Carol Ford, Chief People Officer and Vanessa McKean, Equality, Diversity and Inclusion Manager
Item 13: Student Committee members

- Hannah Bargh-Dawson – Student Committee President
- Meg Morris – Sutton Vice President
- Selin Sevgi – Chelsea Vice President
- Meg Dinesh Kumar – Chelsea Vice President
- Kate Mackie – Chelsea Treasurer
- Alexia Martin – Learning and Development representative
- Sophie Williams – Research Degrees Committee representative
- Georgios Skiadas – LGBT Network representative
- Ben Broadway – London PhD Cancer Network representative
- Maria Portillo – PhD Student in Cancer Biology

B/02/23/1	Formal Matters
	The Chair welcomed members to the meeting, those in person and remote. She congratulated Professor Paul Workman for his election as a Fellow of the American Association for the Advancement of Science, one of the most distinguished honours

	in the scientific community.
	<p>a) <u>Minutes</u> The Minutes of the meeting held on 29 November 2022 were approved.</p> <p>b) <u>Actions</u> The action log was noted. The Chair also noted that the March meeting would now be held in Chelsea and the May meeting in Sutton.</p>
B/02/23/2	<u>Chief Executive's Report</u>
	<p>KHE noted highlights from the report:</p> <ul style="list-style-type: none"> • The ICR had received excellent coverage for its new strategy Defeating Cancer including hosting a parliamentary reception • Capivasertib had shown benefit against breast cancer in first phase III trial • First UK proton beam therapy trial for breast cancer launches • ICR remembers internationally renowned haematologist and researcher Professor Daniel Catovsky • Twin study confirmed that childhood leukaemia started in the womb • Targeting cancer-supporting cells boosted immunotherapy in previously insensitive tumours • Discovery could lead to new drugs to block protein that fuels bowel cancer • Dr Matt Clarke won the 2022 Mel Greaves Science Writing Prize for his opinion piece on the potential of post-mortems to transform brain tumour research. • Xixuan Zhu won the Coltman Scholar Award for research on relationship between endocrine therapy sensitivity and immune cell presence • ICR awarded £1.4 million grant to install training facilities in refurbished offices • ICR awarded World-Leading Specialist Provider status for training cancer researchers and clinicians • ICR's collaboration with Apollo Therapeutics to develop novel cancer drugs • Carols from Chelsea celebrated 20 years of supporting the ICR's research • ICR's sustainability efforts honoured in Freezer Challenge 2022 <p>KHE outlined his priorities for the coming year:</p> <ul style="list-style-type: none"> • Implementation of research strategy, including upfront Faculty recruitment • Implementation of Evolve • Income generation including philanthropic and commercial income • Developing the strategic partnership with The Royal Marsden • Equality, Diversity and Inclusion and work on the ICR's sustainability <p>Gordon Stewart (GST) reported that Dr Jonathan Monk had started as the ICR's Chief Information Officer, and brought extensive experience from the University of Dundee.</p>
B/02/23/3	<u>Evolutionary Ideas to Treat Cancer</u>
	<p>Trevor Graham (TGR) had been recruited to the ICR in 2022 as the ICR's Director for Evolution and Cancer. He aimed to show the Board how using evolution provided new routes to tackle cancer and the essential role of computational biology.</p> <p>ICR was world-leading in the study of cancer evolution and the area could be used to improve early detection of cancer, to identify new drug targets and biomarkers and could increase the effectiveness of treatments. He described an evolutionary-</p>

	<p>approach to cancer treatment called "adaptive therapy" which was the basis for a clinical trial in ovarian cancer that he and colleagues were starting later this year. He described computational and experimental work shown that resistant cancer cells multiplied when the sensitive cancer cells were removed through treatment, because the resistant cells were no longer restrained. The hypothesis explored the efficacy of using less treatment in order to maintain competition for resistant cells. This represented longer term control of the disease, rather than aiming at eradication. The benefits for patients were better results based on kinder treatments of lower doses at longer intervals.</p> <p>TGR was thanked for his presentation which had been exceptional in setting out the science accessibly to non-scientists.</p>
B/02/23/4	<u>Q1 Performance Review</u>
	<p>a) Finance Report (November) and Financial Re-Forecast</p> <p>Paul Norris (PNO) updated on the ICR's finances to end November.</p> <p>b) Significant Risk Register (Q1)</p> <p>Magda North (MNO) reported on the updated approach on risk management which Executive Board had agreed in January, and which aimed to enable more strategic discussion and management of the ICR's key risks. The Board commended the revised approach and revised register, and approved the Q1 risk register.</p> <p>MNO reported that she had met with the Chair and with the incoming Chair of Audit Committee Nigel Jones to discuss how the Board delegated the oversight of risk to Audit Committee, as had been agreed at the November Board meeting. The revised Terms of Reference would come to the Board, along with the ICR's risk policy which needed to be updated in light of the revised approach.</p> <p>c) KPI Report (Q1)</p> <p>PNO reported on the ICR's corporate KPIs.</p>
B/02/23/5	<u>Update on Sustainability</u>
	<p>Simon Francis (SFR) joined the meeting by Zoom. Peter Watts (PWA) joined in person and introduced himself as the ICR's advisor on sustainability. SFR outlined the ICR's sustainability action plan, Sustainable Discoveries:</p> <ul style="list-style-type: none"> • The plan set out actions in support of UN Sustainable Development Goals. • The ICR had committed to achieving Net Zero by 2040 in line with The Royal Marsden and the NHS. • Staff were very supportive of the ICR's action plan. <p>The Board supported the ICR's actions on sustainability. In discussion it was noted:</p> <ul style="list-style-type: none"> • The importance of learning from and working with partners, such as The Royal Marsden, London Cancer Hub. • Sustainability should be factored into the refurbishment of Old Brompton Road.
B/02/23/6	<u>Nomination Committee Report</u>
	<p>The Chair reported on the November meeting:</p> <ul style="list-style-type: none"> • Succession planning for Chair of Audit Committee was already in place,

	<ul style="list-style-type: none"> Recruitment was underway for an expert in the life sciences industry and a senior lawyer. Trustees were asked to contact MNO with suggested names (Action: Magda North). A panel of Trustees would meet in February with a candidate to join the Board. The Chair would contact Trustees once the meeting had taken place. The skills' matrix was noted. <p>The Board approved the appointment of Charlie Foreman (CFO) as Deputy Chair with effect from 1 August 2023.</p>
B/02/23/7	<u>Honorary Degree Nominations 2023</u>
	<p>Richard Hoey joined the meeting in person. The Board approved the nominations for Honorary Degrees.</p> <p>Due diligence had been undertaken on the names, and names were approved by the University of London. RHO reported that the next ICR awards ceremony was expected to be held in March 2024, rather than this year. It was agreed to follow up with nominees, and to check with the University of London whether the ICR was able to publicise the names in advance (Action: Richard Hoey).</p>
B/02/23/8	<u>Annual Equality Report</u>
	<p>Carol Ford (CaFO) and Vanessa McKean (VMC) joined the meeting by Zoom. CaFO reported that the report was a statutory requirement of OfS and needed to be published on the ICR's website by 31 March. VMC outlined highlights from the report:</p> <ul style="list-style-type: none"> Work to diversify the ICR career pipeline which included 33% of participants of the Race Equality Career Accelerator being promoted within a year. Reverse mentoring undertaken by Directors in Professional Services. In research, equal numbers of male and female Faculty promotion rates over the past four years and Postdoc leavers achieving Team Leader roles. High disclosure rates on staff data suggested confidence in reporting. More progress was needed on black scientific staff career pathway and numbers of female Faculty. <p>Bastien Lecoer (BLE) noted that students were satisfied with new Report and Support platform, however there was scope for the reporting routes to be connected up.</p>
B/02/23/9	<u>Committee Minutes</u>
	<p>The Board noted the following minutes:</p> <ol style="list-style-type: none"> Executive Board meeting held on 15 November and 13 December 2022 ICR and RM Joint Executive Group meeting held on 3 October 2022 Science Advisory Board meeting held on 16-17 May 2022 Financial Sustainability Advisory Group
B/02/23/10	<u>Forward plan for 2023 Board meetings</u>
	The plan was noted.
B/02/23/11	<u>Any Other Business</u>
	The Chair noted that it was MNO's last meeting and thanked her warmly for her contribution over the past three years in managing the work of the Trustees. Trustees present echoed their thanks.
B/02/23/12	<u>Presentation by the ICR's Student Committee</u>

Hannah Bargh-Dawson (HBD) who was President and BLE (Vice President – Board of Trustees) introduced the work of the Student Committee. The Committee had 34 members and its remit was:

- To represent all students and provide a point of contact to raise any concerns.
- To represent ICR student's perspective on issues and to be involved in decision-making.
- To help create a student community and to organise an annual student conference.

The Committee organised student socials, the ICR annual student conference and had provided feedback on the Employee Assistance Programme, and the Report and Support platform. The Committee reached many but not all students. Issues raised by attendees at the meeting included financial pressures, problems in finding suitable housing, the pressure to publish and to get research results. There was felt to be good signposting on how to report issues and students valued the ability to report anonymously. An area for improvement was the student pages on Nexus where the wellbeing student advisor contacts were out of date (**Action: Richard Hoey**). It was also agreed to follow up on whether ICR students had access to University of London accommodation and to follow up with Imperial College, London (**Action: Clare Isacke**).

The Chair warmly thanked the students for their input and attendance.