

THE INSTITUTE OF CANCER RESEARCH
Minutes of the Meeting of the Board of Trustees
held on Thursday 20 2023, 09:30-13:00

CBL Lecture Theatre, ICR Chester Beatty Laboratories, 237 Fulham Road, SW3 6JB and by Zoom video conference.

Members:	Julia Buckingham (JBU), Chair Charlie Geffen (CGE), Deputy Chair Kristian Helin (KHE) (Chief Executive) Chris Bakal (CBA) Bill Burns (BBU) Mandy Donald (MDO) Charlie Foreman (CFO) Iain Foulkes (IFO)	Margaret Frame (MFR) (by Zoom) Clare Isacke (CIS) Nic Jones (NCJ) (by Zoom) Bastien Lecoeur (BLE) Chris Molloy (CMO) Karl Munslow-Ong (KMO) John Shakeshaft (JSH)
Observers:	Anthony Clare (ACL) – (incoming Board member)	Nigel Jones (NGJ) – (incoming Board member)
Apologies:	Ruchir Rodrigues (RRO) Cally Palmer (CPA)	
In Attendance:	Paul Norris (PNO), Chief Financial Officer Barbara Pittam (BPI), Chief Research and Academic Officer Janet Shipley (JSH), Head of Division, Molecular Pathology (Science Rep) – by Zoom	
Presenting	Item 2 (ICR – RM partnership): Emma Pendleton (EPE), Director of Research Services Item 6 & 7: Carol Ford (CAFO), Chief People Officer	
Secretariat	Jacqui Philips (JPH) Head of Governance Stela Ivanova (SIV) Corporate Governance Officer	
B/07/23/1	<u>Formal Matters</u>	
	The Chair informed the Board that apologies for the meeting had been received from Ruchir Rodrigues and from Cally Palmer in whose place Karl Munslow-Ong was attending. She welcomed Nigel Jones and Anthony Clare who were attending as Observers for the meeting and who would be joining the Board over the summer. The Chair thanked the outgoing Trustees (Iain Foulkes, Mandy Donald and Charlie Geffen) on behalf of the Board, for their work for the ICR during their time in office as Trustees.	
	a) <u>Declarations of Interest</u>	
	There were no declarations of interest. The Chair reminded the Board that she is the national lead for the Concordat on the Career Development of Researchers	
	b) <u>Minutes of the Board of Trustees Meeting on 18 May 2023</u>	
	The minutes of the meeting held on 18 May 2023 were approved. The redacted minutes were approved.	
	c) <u>Actions from 18 May Meeting</u>	
	The action log was noted.	
Action:	<i>BPI, Secretariat for September Board papers</i>	
	d) <u>Minutes of Board of Trustees Away Day 28 June 2023</u>	
	The Board reviewed the note of this meeting. JBU thanked BPI for her presentation on sources of public funding.	

	The Board discussed whether the ICR should take a more proactive role in advocating for and securing wider sources of public funding.
<i>Action:</i>	<i>JBU and KHE to discuss separately and report back to the Board at a future meeting.</i>
	e) <u>Chair's Action Report</u>
	The Chair's Action report was noted.
	f) <u>Nomination Committee report and nominations for appointments to the Board</u>
	The Board confirmed the appointment of Dr Carolin Barth to the Board of Trustees
<i>Action:</i>	<i>Secretariat to arrange onboarding of Dr Barth</i>
	g) <u>Approval of changes to the Audit and Risk Committee Terms of Reference</u>
	MDO spoke to these changes which she said had been discussed with the incoming Chair, NGJ. She informed the Board that the ARC would now have two Trustees in membership, as ACL had agreed to join the ARC from September. The Board approved the changes to the Terms of Reference.
B/07/23/2	<u>Developing and implementing a shared vision for RM-ICR</u>
	EPE joined for this item on Zoom. JBU thanked her on behalf of the Board for all her work on the project. JBU introduced the item. The Board were very supportive of the proposals.
B/07/23/3	<u>Chief Executive's Report</u>
	KHE spoke to this report. BPI said that the decision to refurbish 123 Old Brompton Road partly arose from concerns raised in recent staff surveys about the lack of resources for hybrid working. She said that the re-fit would make hybrid working more efficient but would also hopefully encourage people to come back to the office. KHE and JBU congratulated BPI for securing funding from the OfS to support the office refurbishment. The Board discussed the staff feedback regarding levels of salary. It was suggested that a particular difficulty was in finding affordable housing in London due to rising rents and property costs.
	<i>Investments and Buildings Committee to carry out an assessment regarding whether it would be feasible to undertake property investments to offer lower-cost housing to ICR students and staff.</i> <i>Action: JSH and Investments and Buildings Committee</i>
B/07/23/4	<u>FINANCE MATTERS</u>
	a) Financial Position, Quarterly Performance & Risks
	b) Finance Report – Summary (Q3)
	c) KPI (Performance) Report (Q3)
	PNO spoke to these papers. The following points were raised in discussion: <ul style="list-style-type: none"> • JSH said that the ICR was in the process of evaluating its external fund managers. PNO said that this would be discussed at the September Board meeting. • JBU advised that the sector is reviewing the costs and benefit provision of the USS pension in the light of the recent valuation.
	The Board took note.
B/07/23/5	<u>Evolve Update</u>
	PNO spoke to his presentation. He noted that engagement with the staff union had been very constructive.

	<p>CMO thanked KHE, BPI and PNO for leading the initiative. He noted that inflation might erode the savings made. BPI and PNO assured the Board that income generation is also part of the Evolve programme.</p> <p>The Board took note.</p>
B/07/23/6	<u>Annual Statement on Bullying and Harassment</u>
	Carol Ford (CAFO) attended for and spoke to this item and to item 7.
<i>Action</i>	<p><i>CAFO to circulate to the Board the recommendations from the original external law firm report from a few years ago with an update on how these have been progressed.</i></p> <p><i>Action: CAFO</i></p>
<i>Action</i>	<p><i>Regular meetings between Heads of Divisions and HR should be reinstated in order to monitor any ongoing minor issues and to help address issues at an earlier stage Action: CAFO, BPI</i></p>
B/07/23/7	<u>Interim Update: Concordat to support the career development of researchers</u>
	<p>CAFO spoke to this paper which she said was an interim update. She said that a full report would go to the Research Committee in October and would come to the Board of Trustees in November.</p> <p>The Board took note. JBU offered congratulations to the ICR on the award of the HR Excellence in Research Award for the 12th consecutive year.</p>
<i>Papers for noting</i>	
B/07/23/8	<p>The Board took note.</p> <ul style="list-style-type: none"> The Board requested that a document setting out the date of all scheduled meetings of the Board and its Sub-Committees for the period 2023 – 2024 be circulated to all members for reference purposes.
<i>Action:</i>	<i>Secretariat</i>
B/07/23/9	<u>Committee Minutes</u>
	a) Executive Board meeting held on 9 May 2023
	Noted
	b) Executive Board meeting held on 11 July 2023 (Summary of Decisions)
	Noted
	c) Audit & Risk Committee meeting held on 19 June 2023
	<p>PNO reported that at their last meeting the ARC had discussed reducing the cost of producing the Annual Report & Accounts by making it a simple Word document which met the legal requirements, but which was not a glossy publication. He said that the justification for this recommendation was that the cost of producing the document did not translate into fundraising value.</p> <p>The Board agreed to this proposal.</p>
	<p>PNO reported on discussions that he has been having with PWC regarding reducing the number of internal audits that they carry out over the period 2023 – 2025 when management is focusing on the Evolve initiative. He said that the ARC had reduced the number of audits from 6 annual audits to 4 per year. PWC had advised that they would not be producing an over-arching opinion on the audits due to the reduced programme.</p> <p>PNO informed the Board that in light of the reduction in internal audits over the coming period, the ARC would be considering the reports that the ICR receives from other sources including the MHRA, external funders, the HSE etc in order to provide further assurances.</p> <p>MDO spoke as Chair of the ARC in support of these decisions.</p>

	The Board took note.			
	d) Investments & Building Development Committee meeting held on 10 May			
	The Board took note.			
B/07/23/10	<u>Any Other Business</u>			
	<p>JPH said that the Communications Department were working on a press release regarding the appointment of the three new Trustees which would be issued in August. She said that the Communications Department were keen to raise the profile of the Trustees across the ICR and were interested in potentially doing a Focus piece in the internal newsletter and interviews with Trustees on Nexus. She said that she and JBU would speak to Communications regarding a plan for this and report back at a future meeting.</p>			
<i>Action:</i>	<i>JBU, JPH and Communications Department</i>			
	JBU closed the meeting.			