










King's College London







Council Agenda Papers










Meeting held on 30 January 2020
from 17:00 to 19:30 in the Council Room,
Strand Campus, WC2R 2LS

REDACTED PAPER SET

AGENDA

#	Description	Owner	Time
	Tea & Coffee will be served from 16:30 A drinks reception and opportunity to meet students and staff based at the Strand campus will follow the meeting		
1	Welcome, apologies and notices	Chair	
2	Approval of agenda  02 Agenda 30 Jan 2020 FINAL.pdf 7	Chair	
3	Unanimous Consent Agenda, including: 3.2 Minutes of the Previous Meeting; and 3.3 Actions Log  KCC-20-01-30-03.1 UAC.pdf 9  KCC-20-01-30-03.2 Draft November Council minute... 11  KCC-20-01-30-03.3 - Actions Log.pdf 23	Chair	
4	Matters arising from the minutes	Chair	
5	Report of the Chair	Chair	
5.1	Update on President & Principal Search  KCC-20-01-30-05.1 President and Principal Search... 27	Chair	
5.2	Report on Chair's Action [RESERVED] Verbal Update		
	See the Consent Agenda for the remaining item to note:		
5.3	Committee meeting schedule for 2021-22 (to note) On the Consent Agenda  KCC-20-01-30-05.3 Committee meeting schedule 2... 29	Chair	
6	Report of the President & Principal		
6.1	Summary Report on Key Issues (to note)  KCC-20-01-30-06.1 Principals report.pdf 35	President & Principal	

#	Description	Owner	Time
6.2	Principal's Reflections (to note) Annex 1 - Progress and reflections on vision & strategy Annex 2 - Collective Delivery Plan  KCC-20-01-30-06.2 (i) Principals Reflections.pdf 59  KCC-20-01-30-06.2 (ii) Annex 2 - Collective Deliver... 77	President & Principal	
6.3	OfS Monitoring - Access and Participation (to note)  KCC-20-01-30-06.3 Access Agreement 2018-2019... 83	VP (Education)	
6.4	KPIs/Balanced Scorecard (to discuss) (RESERVED)  KCC-20-01-30-06.4 Balanced Scorecard.pdf 87	President & Principal	
6.5	Annual Health & Safety Report 2018-2019 (RESERVED) (i) Annual Report (to approve) (ii) HSE Improvement Notice (to discuss) (iii) Champion Hill (to discuss)  KCC-20-01-30-06.5 HandS Annual report CC 2019.... 119	SVP (Operations)	
	See the Consent Agenda for the remaining item to note:		
6.6	Modern Slavery Act 2018-2019 Annual Transparency Statement (to approve) On the Consent Agenda  KCC-20-01-30-06.6 Modern Slavery Act Transpare... 143		
7	Reports of Committees		

#	Description	Owner	Time
7.1	<p>Report of the Joint Meeting of the Finance Committee and the Estates Strategy Committee (RESERVED)</p> <p>(i) Champion Hill (to approve) (ii) Estates Disposal - Sale of Canada Water (to approve) (iii) SUSTech (to approve) (see also KCC-20-01-30.07.2 – (ii)) (iv) Centre for Children's and Young Persons Mental Health (to discuss) (v) Financing the Capital Plan - Borrowing Update January 2020 (to discuss)</p> <p>See the Consent Agenda for the remaining item (Quad Engineering Update, to note)</p> <p> KCC-20-01-30-07.1 Joint FC-ESC Report.pdf 147</p> <p> KCC-20-01-30-07.1 Annex 1 Cyber Security and C... 153</p> <p> KCC-20-01-30-07.1 Annex 2 Canada Water.pdf 155</p> <p> KCC-20-01-30-07.1 Annex 3 SUSTech.pdf 175</p> <p> KCC-20-01-30-07.1 Annex 4 CYP.pdf 187</p> <p> KCC-20-01-30-07.1 Annex 5 Borrowing Update.pdf 203</p> <p> KCC-20-01-30-07.1 Annex 6 Quad.pdf 217</p>	Chairs FC and ESC	
7.2	<p>Report of the Academic Board</p> <p>(i) Update on Ref Preparations (to discuss) (ii) SUSTech Project (to note)</p> <p>See the Consent Agenda for the remaining items</p> <p> KCC-20-01-30-07.2 AB Report.pdf 221</p>	Chair, Academic Board	
8	<p>Report of the KCLSU President (to note)</p> <p>On Consent Agenda</p> <p> KCC-20-01-30-08 KCLSU President report.pdf 225</p>	KCLSU President	
9	Any other business		
9.1	<p>Discussion with President & Principal (RESERVED)</p> <p>Verbal</p>	Principal	
	Lord Geidt - January 2020		

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King's College Council	
Meeting date	30 January 2020
Paper reference	KCC-20-01-30-02
Status	Final
Access	Public/Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for commercial interest or personal data



Meeting of the King's College Council to be held on **30 January 2020** at 17:00 in the Council Room, Strand Campus, WC2R 2LS

Tea and coffee will be served from 16:30

Agenda

INTRODUCTORY ITEMS

1	Welcome, apologies and notices		Chair
2	Approval of agenda	KCC-20-01-30-02	Chair
3	Unanimous Consent Agenda , including: 3.2 Minutes of the Previous Meeting; and 3.3 Actions Log	KCC-20-01-30-03.1 KCC-20-01-30-03.2 KCC-20-01-30-03.3	Chair
4	Matters arising from the minutes	Verbal	Chair
5	Report of the Chair 5.1 Update on President & Principal Search 5.2 Report on Chair's Action [RESERVED] <i>See the Consent Agenda for the remaining item to note:</i> 5.3 Committee meeting schedule for 2021-22	KCC-20-01-30-05.1 Verbal KCC-20-01-30-05.3	Chair
6	Report of the President & Principal 6.1 Summary Report on Key Issues (to note) 6.2 Principal's reflections (to note) (i) Progress and reflections on vision & strategy (ii) Collective Delivery Plan 6.3 OfS Monitoring – Access and Participation (to note) 6.4 KPIs/Balanced Scorecard (to discuss) [RESERVED] 6.5 Annual Health & Safety Report 2018-2019 [RESERVED] (i) Annual Report (to approve) (ii) HSE Improvement Notice (to discuss) (iii) Champion Hill (to discuss) <i>See the Consent Agenda for the remaining item to approve:</i> 6.6 Modern Slavery Act 2018-2019 Annual Statement	KCC-20-01-30-06.1 KCC-20-01-30-06.2 Annex 1 Annex 2 KCC-20-01-30-06.5 KCC-20-01-30-06.3 KCC-20-01-30-06.4 KCC-20-01-30-06.6	Principal Principal VP (Education) Principal Interim SVP (Operations)

7 Reports of Committees

7.1 Report of the joint meeting of the Finance Committee *KCC-20-01-30-07.1* Chairs FC/ESC and the Estates Strategy Committee **[RESERVED]**

- (i) Champion Hill (to discuss)
- (ii) Estates Disposal - Sale of Canada Water (to approve)
- (iii) SUSTech (to approve) *(see also KCC-20-01-30.07.2 – (ii))*
- (iv) Centre for Children's and Young Persons Mental Health (to discuss)
- (v) Financing the Capital Plan – Borrowing Update January 2020 (to note)
- (vi) Quad Engineering Update (to note)

7.2 Report of Academic Board *KCC-20-01-30-07.2* Chair AB
(i) Update on REF Preparations (to discuss) VP (Research)
(ii) SUSTech Project (to note)
See the Consent Agenda for remaining items
(iii) Portfolio Simplification (to note)
(iv) Environmentally Sustainable Travel Policy (to note)
(v) Sharing Accountability (to note)

8 Report of the KCLSU *KCC-20-01-30-08* KCLSU President
Consent Agenda
Report of KCLSU President (to note)

9 Any other business
9.1 Discussion with President & Principal - **[RESERVED]** *Verbal* Principal

Irene Birrell
College Secretary
January 2020

Unanimous Consent Agenda

A consent agenda is a tool often used by organizations to deal expeditiously with routine matters and reports, leaving more time for more strategic discussions. The items on a consent agenda are expected to be non-controversial and unlikely to engender questions. The items on the consent agenda, whether for approval or information, are dealt with by a single motion to accept/receive for information all items contained in the consent agenda. Before taking the vote, however, the Chair will ask whether any member wishes to have any item removed from consent in order to ask a question or make a comment about it. In such a case, the item is automatically removed from the consent agenda and will be dealt with at the end of the meeting or within the report of the Committee under which it sits. The remaining items are then unanimously approved/received for information en bloc without discussion.

While approval of an omnibus motion saves time at meetings, members will want to review the consent agenda materials carefully in order that they properly discharge their responsibilities. Members may ask to have an item removed from the consent agenda by so informing the Secretary or Chair at any time up until the motion is put.

Recommended: That the Council approve or note for information the items contained in the Unanimous Agenda, listed below.

Item	Title	Paper	Action
3.2	Minutes of 26 November 2019	KCC-20-01-30-03.2	Approve
3.3	Actions Log	KCC-20-01-30-03.3	Note
Report of the Chair			
5.3	Committee meeting schedule for 2021-22	KCC-20-01-30-05.1	Note
Report of the President & Principal			
6.6	Modern Slavery Act 2018-2019 Annual Statement	KCC-20-01-30-06.6	Approve
Report of the Academic Board			
7.2	(iii) Portfolio Simplification (iv) Environmentally Sustainable Travel Policy (v) Sharing Accountability	KCC-20-01-30-07.2	All to Note
8	Report of the KCLSU President	KCC-20-01-30-08	Note

King's College Council	
Meeting date	30 January 2020
Paper reference	KCC-20-01-30-03.2
Status	DRAFT
Access	Members and senior executives
FOI release	Upon approval by Council
FOI exemption	s.43, commercial interests



Minutes

The Council is asked to approve the minutes of the previous meeting.

Date	26 November 2019, 17.00
Location	Robin Murray Rooms, IoPPN, Denmark Hill Campus
Present	Lord Geidt (Chair); Dr Angela Dean (Vice-Chair); Professor Ed Byrne; Mr Paul Cartwright; Sir Jon Coles; Mr Michael D'Souza; Mr Paul Goswell, Mr Shaswat Jain; Sir Ron Kerr; Ms Ros King; The Right Reverend and Right Hon. Dame Sarah Mullally; Sir Nigel Sheinwald; Ms Clare Sumner; Professor Guy Tear; Ms Kat Thorne; Dr Susan Trenholm; and Professor Evelyn Welch.
Apologies	Ms Nhuoc Lan Tu Professor 'Funmi Olonisakin (standing attendee)
In attendance	<p>Standing attendees:</p> <p>Baroness Bull, Vice President & Vice-Principal (London)</p> <p>Mr Steve Large, Vice President (Finance)</p> <p>Professor Sir Robert Lechler, Senior Vice President & Provost (Health)</p> <p>Mr Chris Mottershead, Senior Vice President (Quality, Strategy & Innovation) and Interim Senior Vice-President (Operations)</p> <p>Professor Nicola Phillips Vice-President & Vice-Principal (Education)</p> <p>Professor Reza Razavi, Vice President & Vice-Principal (Research)</p> <p>For specific items on the agenda:</p> <p>Ms Annabel Chalker, Director, Corporate Communications (for Item 6.3)</p> <p>Ms Maxine Taylor, Director, UK & International External Relations (for Item 6.3)</p> <p>Secretariat:</p> <p>Ms Irene Birrell, College Secretary</p> <p>Ms Joanna Brown, Governance Manager</p> <p>Mr Paul Mould, Director of Business Assurance</p> <p>In attendance</p> <p>Mr Vivek Ahuja, Council Member from August 2020 - observing</p>

1 Welcome, apologies and notices

The Chair welcomed members and attendees to the meeting, with a particular welcome to new members for whom this was a first meeting: Sir Jon Coles; Ms Clare Sumner; Ms Kat Thorne; Dr Susan Trenholm; and Professor Guy Tear.

2 Approval of agenda

The Chair highlighted the reserved items on the agenda and reminded members that these should not be disclosed or discussed outside of Council.

The Chair noted that item 7.2(iii) – Annual Report of the Audit, Risk and Compliance Committee should be marked as “for approval” rather than “to note” in order to accord with the new Office for Students (OfS) requirements. Council approved the agenda as amended.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [KCC-19-11-26-03]

The Chair noted that item 6.4 under the Principal’s Report, Annual Report on Health and Safety, had been removed from the consent agenda by request and would be discussed in more detail at the next meeting.

Decision

That the reports on the Unanimous Consent Agenda, including the minutes of the 11 July 2019 meeting, and excluding item 6.4, be taken as read and noted or approved as set out in the papers.

4 Matters Arising from the Minutes

There were no matters arising.

5 Report of the Chair

Report on Chair’s Action (Reserved)

The Chair reported on two decisions taken under Chair’s Action since the previous meeting of Council:

- Approval of legal documentation relating to a legacy to the College.
 - Approval of a provisional commitment of future expenditure related to a philanthropic gift for a capital project. Should the project go ahead, King’s would make a budgetary contribution to the cost of the project.
-

6 Report of the President & Principal

Items for Consideration

a) 6.1 Summary Report on Key Issues [KCC-19-11-26-06.1]

The report of the Principal outlined key current issues. The Principal provided the following comments on his report:

- The Principal’s annual ‘State of the University’ report would be presented early in the new calendar year.
 - King’s was in a good overall position in the recently published Times Higher Education subject rankings: 18th in Education; 23rd in Law; 17th in Medicine; 24th in Arts & Humanities; 35th in Life Sciences; and 38th in Social Sciences
 - The university’s new policies and collaboration with the KCLSU on Freedom of Expression and no platforming had been tested for the first time at a recent event, at which there had been a speaker from the Israeli Defence Forces. The KCLSU President had been key in achieving a reasonably calm atmosphere, and actively encouraged his colleagues to allow freedom of speech.
 - Most Russell Group Universities had voted for industrial action. That King’s had not could be seen as a reflection of the concerted efforts over the last 18 months to improve relationships with the staff and engage more directly on key issues. Those efforts needed to continue. However, it was noted that there could be a call for more industrial action in the new year.
 - Regarding the Capital Working Group update, Council could be reassured that the commitment to the 4% surplus was firm. Processes were in place to achieve it, with sign off scheduled for the end of the year. There had also been progress on the sale of estate at Canada Water, and a proposition would be submitted to the Estates Strategy Committee in due course.
-

- The Director of Public Affairs & External Insight and the Director of UK and International External Relations were working with the Principal and other senior leaders on an engagement strategy to help support the effective positioning of King's going forward post the December election. A report from the Flint Global Group supported the position King's was taking.
- PLuS Alliance was progressing well and discussions with Pearson to develop a business model at scale for online education were concluding. The PLuS engineering program in London would deliver a small surplus in the near future.
- The Principal reassured Council that none of the university projects being done in China were deemed politically contentious as they were exclusively around health and medical research. A more in-depth report would be provided to the Council in due course.
- With regards to the Equality and Human Rights Commission (EHRC) report into racial harassment at UK universities, the Principal emphasised that the university took bullying incredibly seriously, and that a whole series of processes were being refined in order to best manage any discrimination.
- There had been a very successful set of events for Black History Month. Currently, 51% of the student population at King's was BME. It would soon be disability month and a series of events were scheduled around that theme.
- 2018-2019 had been a very successful year for the Georgian Papers Programme and funding had been extended for this important project.
- Staff updates: The Principal reported that: Steve Large had been appointed as Senior Vice President (Operations), and that Chris Mottershead would remain in the interim role until the end of March, to help the transition. It was likely that an interim appointment would be made for the Vice-President (Finance) role. Professor Sir Robert Lechler would be retiring and a search was underway for his successor. The Rt Revd and Rt Hon Dame Sarah Mullally, Bishop of London, was assisting in the search for a new Dean.
- Notice had been received that the university has been awarded The Queen's Anniversary Prize for leading work in biomedical engineering

Members discussed the balanced scorecard, which they had requested be a regular feature of the Principal's report. On the surface the latest figure for the National Student Survey scores seemed disappointing but was in fact a reflection of a one-off situation in the Faculty of Dentistry, Oral and Craniofacial Sciences where there had been construction work for much of the year, and a turnaround in scores was expected this year. The BME attainment gap number was coming down, in line with university ambitions. The most up to date balanced scorecard figures would be available in January 2020. A number of the figures would update only annually.

It was noted that there were no numbers in the balanced scorecard on space utilisation. It was acknowledged that space utilisation was a crucial issue and it was expected that figures would be available for the March meeting of Council. The Provost (Health) reported that Estates colleagues were helping to look into the dynamic use of research space in relation to sustainable grant income, and teaching space and hot desking were also being analysed.

It was suggested that as some of the scorecard numbers did not change regularly, a deep dive on one of the red factors would be a useful exercise to help Council members gain a deeper understanding of the figures. In order not to overload the senior team, it was agreed that this would align with work agendas set by the Revenue & Expenditure Review Committee.

The Chief Finance Officer clarified for the new members that the numbers for the surplus target needed to be refreshed to reflect the new financial plan, to 4% by 2023, and 6% by 2029. It was also clarified that these numbers were reflective of the major investments that had been made in the last

few years, along with the fact that domestic student fees had been frozen for three years. It was foreseen that finances would be stronger year on year, particularly when significant third-stream businesses were on-line. The next Finance Committee meeting would be looking at the productivity improvement plan in more detail and putting some more metrics around that.

6.2 Office for Students (OfS) Compliance Matter [KCC-19-11-26-06.2]

The College Secretary reported that, in a letter dated 21 October 2019 to the Chair of Council, the university received notice that it was one of 250 HE providers that had failed to pay the annual fee to the designated quality body (the QAA) by the required deadline. The letter stated that failure to pay such fees by established deadlines was a breach of a condition of registration and noted that “a breach of condition, even because of lateness, allows the OfS to take enforcement action.”

In this instance, the OfS determined that it would not reach a formal regulatory finding against the institutions involved, recognising that theirs is a new regulatory regime with which institutions are not yet fully accustomed. Rather, the OfS would require the governing body of each institution to have a discussion as to the cause of the missed deadline and steps taken to prevent a recurrence. Further, the OfS must be provided with a copy of the minute of the discussion to prove that it has taken place.

For King’s, in previous years, the QAA had sent its invoices to a named institutional contact in the Students & Education Directorate. This year, an invoice for £12,386, which was due to be paid on 10 June 2019, was sent to “King’s College London Strand LONDON WC2R 2LS England”, the official corporate address of the university as recorded on the OfS register. It is not known where that original invoice ended up, but it was not received in Accounts Payable. (This is all the more curious because a separate invoice from the QAA for a different payment was issued on 9 July 2019, sent to the correct address and paid well ahead of its deadline.) On 10 July 2019, the Principal received a letter noting that the invoice was unpaid. A Purchase Order was raised on 15 July 2019. Delays within the KFIN system meant that payment was finally issued on 24 July 2019. In conversation with the College’s institutional contact subsequently, the QAA staff contact indicated that they were satisfied with the outcome.

Discussion with colleagues at other institutions would seem to indicate that King’s experience was not unique and that there were similar problems with lost invoices across the system.

The Executive have taken the following steps to ensure this does not recur:

- (a) QAA has been advised that it should continue to send invoices to the appropriate office in the university and that address has been confirmed with them.
- (b) An OfS Oversight Committee had been established to: map all of the annual requirements and reports needed to fulfill conditions of registration, develop a compliance calendar, and assign responsibility for meeting the requirements across the institution. The committee is chaired by the College Secretary and includes representatives from: Business Assurance; Corporate Communications; Diversity & Inclusion; Analytics; Health & Safety Services; IT; Student Conduct & Appeals; Assessments, Boards & Awards; Admissions; SED; Widening Participation; Quality & Academic Support; and Finance.
- (c) The Office of the College Secretary will be added to the generic corporate address on the OfS register and any communications received in the Principal’s Office (as the Accountable Officer) will be forwarded on to the College Secretary.

A member expressed concern at the considerable resource that would be engaged in the oversight committee in response to what was, in fact, a minor matter. The College Secretary noted that the decision to establish the committee had been taken before the letter had been received in order to establish ‘business as usual’ processes to manage the ongoing requirements of the new Regulator. Over time, it was expected that the activity of the oversight committee would lessen and be focused on exceptional issues.

The Chair of Council and the President & Principal expressed concern about what appeared to be a very heavy-handed approach by the Regulator, out of step with the 'light touch' they had claimed would be the norm. The Principal noted that the matter was under active discussion by the Russell Group and would likely be raised with the Minister.

6.3 External and Internal Engagement Strategy [KCC-19-11-26-06.3]

Council received a report which set out an external and internal engagement strategy for King's for the next three years. The Director, UK & International External Relations and the Director, Corporate Communications presented the new strategy which focused on integrating internal and external communication, and reputation management. The whole community would need to be engaged to build the brand and reputation. Steps had already been taken, and more were to come, to streamline the myriad of newsletters and announcements produced across the campuses.

The Director, UK & International External Relations would be operationalising the strategy. The core issues included: capability in a fragmented environment; forward planning; the operating model, using the network of communication professionals already King's; enabling tools, for example social media; building internal engagement; brand promotion and being explicit about some of the things King's stands for, using tools such as stories on the web, and strategic events like the recent interview with Hillary Clinton, which would externally define King's.

During discussion the following points were raised:

- The integration of teams of people across the institution would help to equip leaders as more effective communicators. However, it was not possible to effectively channel messaging with current methodology and resources, and there were hopes for the new HR system as a useful tool.
- Council noted the good progress made and agreed that the holistic view was critical. Some central editorial control was needed if King's, as a whole, was to be clear about what it stood for. It was noted that doing less but doing it clearly would be more memorable, with the Hillary Clinton event as an example of this. A member commented that the strategy before Council was billed as a three-year plan but read as if everything was to be attempted in one year and was perhaps too ambitious. More targeted, thematic thinking, with clear KPIs could be more effective.
- It was suggested that thought might be given to issues that could perhaps best be dealt with collectively in collaboration with other universities.
- In terms of crisis management, the Director, Corporate Communications stated that being engaged in processes at an earlier point and receiving advance notice of policy changes had better enabled her team to scenario map. The Marketing and Communications teams should be seen as strategic partners.
- There was agreement that internal student engagement with the strategy would be important for its success.
- Finally, a request was made for media scanning, and that if any Council member was mentioned anywhere in the media to advise them accordingly.

The Director, Corporate Communications and the Director, UK & International External Relations were invited to report back to Council next autumn term (2020).

6.4 Annual Health & Safety Report 2018-19

As agreed at Item 3 (Unanimous Consent Agenda), this report was to be brought back to the next meeting of Council for discussion.

7 Reports of the Committees

7.1 Report of the Finance Committee [KCC-19-11-26-07.1]

The Chair of the Finance Committee introduced the report and reminded Council of its legal obligation to prepare financial statements. Finance Committee could assure Council that the financial statements were being managed appropriately and with integrity: there was a clear delegation of responsibilities, there was an independent audit function overseen by the Audit, Risk and Compliance Committee, and the financial statements were subject to external audit by KPMG. It was clear that the accounts met all of the legal requirements, were a true record of the university's finances, and met the requirements of the Office for Students (OfS).

(i) Financial Statements 2018-19

The Chief Finance Officer (CFO) stated that the accounts from last year had been dominated by the USS pension issue and at first glance might look quite daunting. All universities had had to make provision for the deficit in the USS pension scheme, but it was a deficit based on the controversial and disputed 2017 evaluation and recovery payment plan. A new recovery plan had been put in place post 31 July 2019 but this year's statements were required to state liabilities as at the balance sheet date and the university had a contractual obligation to pay this amount if demanded. Therefore, there was a charge reflected in this year's statements of £59M, which meant that next year's statements would also be affected with a large credit of £108M when the university writes back the difference. The CFO acknowledged that this made it difficult to discern the underlying financial position, but he could confirm that it was in line with budgets and forecasts once everything was taken into consideration.

During discussion the following points were raised:

- University finances would be big news because so many of the big Russell Group universities would have similar outcomes, and this was expected to be sensationalised by the media. It would be key for the stakeholder communications to be clear that the cash outcome for the year was the number to focus on. Pensions were of huge concern to staff and students and members stressed how crucial it was that communications to all stakeholders be absolutely clear about the contractual obligation for the recovery plan and the use of funds. The university had taken the most conservative approach by taking the whole cost this year. The next evaluation was due in 2020.
- The main measure of financial performance was cash generation. The cash target for the year, a modest £15M, was low because of decisions that had been taken for significant investment in the last few years, including investment in shorter-life assets such as the IT infrastructure, which depreciate at a faster rate. Some of the investments would start to pay off in the next few years. The target of an operating surplus of 4% was what was needed to maintain the existing infrastructure, and this would be achieved through both revenue growth and productivity gains. It was acknowledged that operating margins were thin, but the investment over the last few years had been considered crucial to forward planning, and consequently the institution was more resilient than it had been five years ago.
- The Chair of the Audit, Risk and Compliance Committee (ARCC) assured Council that he had no concerns in relation to the financial statements. The interaction with the auditors had been good and the new finance system was working, and the points made about the narrative at the ARCC meeting had been addressed. ARCC supported the view of the Finance Committee in approving the accounts and the accompanying external auditors' management letter.
- There was a query over the 20 percent increase in the number of staff paid £100K. This had largely been due to the professorial staff pay equity review which had

proactively appraised every single professorial appointment. It had been found that in the main, inequities had been due to length of service.

- A member suggested some minor changes to the financial statements in order that sustainability numbers reflect the most up-to-date sustainability report. The CFO said that this would be followed up with the auditors following the meeting, but that it might be too late to make such changes at this point.

Decision

That the Financial Statements for the year ended 31 July 2019, be approved.

(ii) **Forecast Return to Office for Students**

The Chair of the Finance Committee presented the Forecast Return to the Council for approval. He noted that in previous years the Finance Committee had had delegated responsibility for the formal sign-off of the return to the Treasurer, but the OfS now required sign off by Council.

The Chief Finance Officer stated that in addition to this being the first year that Council had to directly sign off on the Forecast Return, it also included a submission that used to be a management return, but that must now be seen and approved by Council in order to comply with new OfS requirements. The Forecast Return reflected what Council had already seen regarding growth and development and planned surplus. Council were informed that the OfS would focus on financial sustainability; credibility of student enrolment projections, particularly that predictions around international student numbers were credible, and plans for costs/income assumptions should projections not be met. Council were reminded that the OfS viewed itself as a consumer protection body, with a primary focus on protecting the interest of students.

A more in-depth briefing from the Chief Finance Officer was requested for new members.

Decision

That the Forecast Return be approved by Council, restated in the format required for submission to the Office for Students.

(iii) **Productivity Improvement Plan**

Council received a report from the Finance Committee on the Productivity Improvement Plan. The Chair of the Finance Committee updated Council that the Finance Committee had requested more metrics. There would be a more detailed report forthcoming.

(iv) **Financing the Capital Plan**

Council received an update on Financing the Capital Plan. It was noted that there would be a more detailed report at a future meeting.

(v) **KHP Joint Venture and Fund with Guy's and St Thomas' NHS Foundation Trust**

Council received a report from the Finance Committee on the KHP Joint Venture. The Chair of the Finance Committee reported that the Head of Strategic Partnerships KCL & GSTT had agreed to provide non-executive Council Members a briefing on the joint venture, and a report would be put to a future Council meeting on that basis.

(vi) **Update on Pay and Pension Matters**

Council received and noted a report from the Finance Committee.

(vii) **Treasury Management**

Council received and noted a report from the Finance Committee.

The remaining items of the Finance Committee report were noted with the Consent Agenda

7.2 Report of the Audit, Risk & Compliance Committee [KCC-19-11-26-07.2]

The Chair of the Audit, Risk & Compliance Committee (ARCC) introduced the reports and the Vice President (Finance) was present to assist with questions. The Chair of ARCC commended the first three items to Council for approval.

(i) External Audit Report and Management Letter of Representation

Decision

That the External Auditors' Report for the year ended 31 July 2019 and the accompanying management letter of representation to the external auditors be approved.

(ii) Annual Statement Regarding the Prevent Duty

The Chair of ARCC commended the in-depth work that had gone into this report.

Decision

That the Annual Prevent Statement for the year ended 31 July 2019 be approved.

(iii) Annual Report of ARCC

It is a requirement of the OfS Terms and Conditions of funding that an institution's audit committee produce an annual report for the governing body and the accountable officer which must be presented to and reviewed by the governing body before the audited financial statements are signed. The Chair of ARCC stated that his predecessor had led an extremely productive year, and that he would continue to work on the enterprise risk framework, assurance around change methodology, and assurance around the process that would lead to achieving the 4% surplus. Members of the ARCC reviewed their annual report and approved it for submission to the Council.

Decision

That the Annual Report of ARCC be approved.

(iv) Annual Report of the Director of Business Assurance

Council received and noted this report from the Audit, Risk and Compliance Committee.

Items on Consent (all noted)

- (v) Internal Audit Update
- (vi) Compliance Report
- (vii) Enterprise Risk Management Update
- (viii) Risk Presentation and Discussion: The International Strategy

7.3 Report of the Academic Board [KCC-19-11-26-07.3]

The Chair of the Academic Board introduced the report, which requested consideration from Council on three items. The new Board structure was so far a success, with rich discussions developing.

(i) Office for Students – Conditions of Registration

The report provided clarification of the ongoing conditions being monitored, confirmation of conditions that had not changed, confirmation of meeting new conditions and an update on conditions that may have changed since the initial registration process.

Decision

That the report providing updates on the OfS conditions of registration be approved.

(ii) Election of Council Members from Academic Board – Approval of Process

The Principal and Chair of the Academic Board reported that in the past staff members of Council had not been elected. The recent election of staff members of Council from within Academic Board membership by Academic Board members was a positive development. There were three elections in order to fill the three categories required: senior academic staff, junior academic staff and professional staff. The Academic Board approved the process on 9 October and the election had subsequently been held in order that the new members were elected in time to attend the November 2019 meeting of Council.

Decision

That the process for the election of members of Academic Board to Council, as set out in Annex 2 to the report, be approved for insertion into the Standing Orders within the Ordinances.

(iii) Portfolio Simplification Update

The Vice President & Vice-Principal (Education) provided background observations to the paper received by Council. The numbers within the report were a reflection of recommendations already approved by the Academic Board, as well as recommendations being put to the Academic Board at its December meeting. Much progress had been made, however Arts & Humanities required a little more time given the scale of their portfolio of modules. The figure for discontinuation was expected to rise to at least 40%. The next meeting of the Curriculum Commission was in late January and a full report would be brought to the April meeting of Council. The challenge now was to realise the aim and the promise of portfolio simplification, which was first and foremost about the academic and education strategy, and clearing the space needed to create different types of opportunities for King's students. The Strategy, Planning & Analytics team were already modelling likely impact on teaching time, staff time, and teaching space. The impact would be considerable, and it was believed that the benefits expected at the start of the exercise would be mainly met or exceeded. The challenge then would be to ensure that there was no reversion to old ways, and for that governance and management processes would be put in place. The VP (Education) asserted that it was hard to overstate what an achievement this was for the institution as a whole. She commended the collective and collegial decision making, and the way the institution had risen to the challenge, with particular acknowledgement of the leadership of the Executive Deans and their teams. Great credit was due to everyone who had been a part of the process. It had taken 18 months to get this far and would be about two years' worth of work once completed.

The Principal commended the outstanding leadership around this piece of work. During discussion the following points were noted:

- There were no foreseen impediments to completion. The Academic Board was satisfied regarding due process and quality of work. There was still work to be completed within Arts & Humanities, which had a very large portfolio of modules.
- The challenge would be in ensuring that the productivity gains in both people and estate from this intense and challenging process were realised. There would need to be systems to support the new emphasis on interdisciplinarity and creative curriculum development.
- Many of the changes had already taken effect, and all of the decisions would be implemented by the end of the three-year term to ensure that students in programme were able to complete, and also to allow time for reconfigured, combined programmes to be fully developed.
- The risk to future enrolment had always been at the forefront of consideration. The modules being discontinued had very small numbers of students on them and it was strongly believed that the new module offers would attract those who might have applied to a discontinued program. The VP (Education) was confident that this risk had been managed very effectively.

7.4 Report of the Governance & Nominations Committee [KCC-19-11-26-07.4]

The Vice-Chair of Council, who had chaired the meeting that engendered the report, presented two items of business for Council approval and four items for Council discussion from the last meeting that she had chaired.

(i) Selection Process for the President and Principal [RESERVED]

This reserved item was discussed in the in-camera session at the end of the meeting.

(ii) Revised Publication Scheme for Council and Committee Documents

The Vice-Chair explained that the changes to the publication scheme for Council and committee documents were intended to meet the requirements of the Freedom of Information Act. Certain documents would continue to be excluded from automatic publication on the grounds of personal data or commercially sensitive matters. This, of course, would not preclude these documents being subject to FOI requests which would be dealt with on their merits. The new scheme was proposed to be introduced from January 2020.

Decision

That the recommendations with respect to publication of Council and committee minutes and papers, be approved.

(iii) Annual Review of Council Effectiveness

The Council noted that the new Chair of GNC would work with the College Secretary on the annual review of Council effectiveness for 2019-2020, which would take the form of a simple questionnaire. There would be no external facilitation this time.

(iv) Senior Team Succession Process

This reserved item was discussed in the reserved session at the end of the meeting.

(v) Key Performance Indicators/Balanced Scorecard

While the KPIs had been agreed by Council some time ago, they had not been discussed at Council for some time. It had been agreed that the Balanced Scorecard should be attached to the Principal's Report provided to each Council meeting, and that there should be a scheduled explicit discussion of the KPIs at least twice per year. Council noted that there would be a full discussion of the KPIs/Balanced Scorecard scheduled for the January meeting of Council.

(vi) Away Day and Meeting Content

Council was asked to note that the next Away Day was scheduled for September 2020. The Governance & Nominations Committee proposed two topics: Capital spending and rank ordering of priority; and key social issues impacting the university, such as environmental sustainability and decolonizing the curriculum. It was proposed that an external, sector-leading speaker be engaged for the Away Day, and that the Deans be invited to join Council at the working dinner the evening before. It was noted that sustainability could be treated as a broader topic to include, for example, economic sustainability.

8 Report of the KCLSU President

Items for Consideration

8.1 KCLSU Report

Council received the standing report of the President of the KCLSU, which was taken as read.

8.2 KCLSU Memorandum of Understanding (MoU)

Council received the KCLSU Memorandum of Understanding (MoU). The MoU set out Heads of Agreement on issues of common concern for the College and the KCLSU and provided the framework for the working relationship between the two organisations. The Chair commended the MoU as demonstrating significant work done between KCLSU and the university. The KCLSU President noted that the MoU would be helpful as KCLSU and the university focused on areas of

mutual interest in the KCLSU strategic plan. The President & Principal commended the MoU work as inspirational and agreed the critical importance of the shared objectives.

Decision

That the revised Memorandum of Understanding between King's College London and the King's College London Student Union, be approved.

9 Any Other Business

There being no other business for the regular session, the meeting adjourned to the reserved session.

10 Reserved Items

10.1 Senior Team Succession Planning

The President & Principal reviewed anticipated changes to the membership of the senior executive team that would occur in the next several years.

10.2 Selection Process for the President and Principal

Council reviewed the proposed timeline and panel for the selection process for the next President and Principal of King's.

Decision

That the membership of the selection panel for the President and Principal be as follows:

Lord Geidt, Chair of Council (Chair)

Dr Angela Dean, Vice-Chair of Council

Sir Ron Kerr, Independent Member of Council

Ms Lan Tu, Independent Member of Council

Mr Shaswat Jain, President, KCLSU

Professor the Baroness Alison Wolf, Staff Member

10.3 Report of the Remuneration Committee

Council received the annual report of the Remuneration Committee which would be published on the university's website in due course.

11. Adjournment

The meeting was adjourned.

Lord Geidt

December 2019

This item has been redacted

King's College Council	
Meeting date	30 January 2020
Paper reference	KCC-20-01-30-05.3
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for s.43, commercial interests; or s.40, personal data



Committee Meeting Schedule 2021-2022

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

The Secretariat provides provisional meeting dates for the next two academic years. The confirmed dates for 2019-2020 and 2020-2021 are already in calendars and published on the web. The provisional dates for 2021-2022 are set out overleaf. Members are asked to note these dates, for which calendar invites will be sent out in due course once meeting rooms have been confirmed.

Proposed Committee Meeting Schedule 2021-2022

September 2021	Thu 9 Sept	4-6pm	Joint Finance & Estates Strategy Meeting
	Tue 21 Sept	6-9.30pm	Council Away Day Dinner
	Wed 22 Sept	8am-5pm	Council Away Day
	Thurs 30 Sept	4-6pm	Governance & Nominations Committee
October 2021	Wed 6 Oct	2-4pm	Academic Board
	Wed 13 Oct	9.45-11.45am	Estates Strategy
	Thurs 11 Nov	3-5pm	Fellowships & Honorary Degrees
November 2021	Thurs 11 Nov	4-6pm	Audit, Risk & Compliance - TBC
	Mon 15 Nov	4-6pm	Finance - TBC
	Tue 23 Nov	5-7.30pm	Council
December 2021 January 2022	Wed 8 Dec	2-4pm	Academic Board Strategic Focus
	Tue 18 Jan	4-6pm	Joint Finance & Estates Strategy Meeting
	Thu 20 Jan	5-7.30pm	Council Strategic Focus Meeting
February 2022	Wed 2 Feb	2-4pm	Academic Board
	Thu 3 Feb	4-6pm	Governance & Nominations
	Wed 9 Feb	9.45-11.45am	Estates Strategy
March 2022	Tue 1 Mar	4-6pm	Audit, Risk & Compliance
	Thu 10 Mar	4-6pm	Finance
	Thu 31 March	5-7.30pm	Council
April 2022 May 2022	Wed 27 Apr	2-4pm	Academic Board Strategic Focus
	Thu 5 May	4-6pm	Joint Finance & Estates Strategy Meeting
	Thu 12 May	5-7.30pm	Council Strategic Focus Meeting
June 2022	Wed 18 May	9.45-11.45am	Estates Strategy
	Tue 7 Jun	4-6pm	Audit, Risk & Compliance
	Wed 15 Jun	2.4pm	Academic Board
	Thu 16 Jun	4-6pm	Governance & Nominations
	Wed 22 Jun	4-6pm	Finance
July 2022	Wed 13 Jul	5-7.30pm	Council

Committee Calendar 2021-2022 – Dates by Committee

Academic Board

Secretary – Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contact - Xan Kite, xan.kite@kcl.ac.uk, 020 7848 3361

Papers due to Governance Team two weeks before the meeting date

Wednesday 6 October 2021

Great Hall, Strand campus, 14:00 – 16:00

Wednesday 8 December 2021 (Strategic Focus)

Great Hall, Strand campus, 14:00 – 16:00

Wednesday 2 February 2022

Great Hall, Strand campus, 14:00 – 16:00

Wednesday 27 April 2022 (Strategic Focus)

Great Hall, Strand campus, 14:00 – 16:00

Wednesday 15 June 2022

Great Hall, Strand campus, 14:00 – 16:00

Audit, Risk & Compliance Committee

Secretary - Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contact – Paul Mould, paul.mould@kcl.ac.uk, 020 7848 3793

Papers due to Governance Team three weeks before the meeting date

Thursday 11 November 2021 – TO BE CONFIRMED

Room 5.32, JCMB, Waterloo Campus, 16:00 – 18:00

Tuesday 1 March 2022

Room 5.32, JCMB, Waterloo Campus, 16:00 – 18:00

Tuesday 7 June 2022

Room 5.32, JCMB, Waterloo Campus, 16:00 – 18:00

Council

Secretary – Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contact - Xan Kite, xan.kite@kcl.ac.uk, 020 7848 3361

Papers due to Governance Team three weeks before the meeting date

Wednesday 22 September 2021

External venue TBC

Council Away Day

Tuesday 23 November 2021

Robin Murray A&B, IoPPN, Denmark Hill Campus, 17:00 - 19:30

Thursday 20 January 2022

Council Room and Old Committee Room, Strand Campus, 17:00 - 19:30

Strategic Focus meeting

Thursday, 31 March 2022

KCLSU Meeting space/Henriette Raphael Function Room, Guy's Campus, 17:00 - 19:30

Thursday, 12 May 2022

Council Room, Strand Campus, 17:00 – 19:30

Council Strategic Focus meeting

Wednesday, 13 July 2022

8th floor Bush House (North), Strand Campus, 17:00 - 19:30

Estates Strategy Committee

Secretary – Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contacts – Committee arrangements - Joanna Brown, jo.brown@kcl.ac.uk, 020 7848 3459

Papers due to Governance Team three weeks before the meeting date

Thursday 9 September 2021 – JOINT Finance & Estates Strategy Committee meeting

Council Room, Strand, 16:00 – 18:00

Wednesday 13 October 2021

Large Committee Room, Guy's Campus, 9:45 - 11:45

Tuesday, 18 January 2022 – JOINT Finance & Estates Strategy Committee meeting

Council Room, Strand, 16:00 – 18:00

Wednesday 9 February 2022

Council Room, Strand, 9:45 - 11:45

Thursday, 5 May 2022 – JOINT Finance & Estates Strategy Committee meeting

Council Room, Strand, 16:00 – 18:00

Wednesday, 18 May 2022

Council Room, Strand, 9:45 - 11:45

Fellowships & Honorary Degrees Committee

Secretary – Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contact - Joanna Brown, jo.brown@kcl.ac.uk, 020 7848 3459

Thursday 11 November 2021

Rooms SW1.13 & SW1.14, Somerset House East Wing, Strand Campus, 15:00 – 17:00

Finance Committee

Secretary - Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contacts – Committee arrangements - Joanna Brown, jo.brown@kcl.ac.uk, 020 7848 3459

Papers due to Governance Team three weeks before the meeting date

JOINT Finance & Estates Strategy Committee meetings – See Estates Strategy Committee above

Monday 15 November 2021 – TO BE CONFIRMED

Room 5.15, James Clerk Maxwell Building, Waterloo Campus, 16:00 – 18:00

Thursday 10 March 2022

Council Room, Strand, 16:00 – 18:00

Wednesday 22 June 2022

Room 5.15, James Clerk Maxwell Building, Waterloo Campus, 16:00 – 18:00

Governance & Nominations Committee

Secretary – Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contact - Joanna Brown, jo.brown@kcl.ac.uk, 020 7848 3459

Thursday 30 September 2021

Small Committee Room, Strand Campus, 16:00 – 18:00

Thursday 3 February 2022

Small Committee Room, Strand Campus, 16:00 – 18:00

Thursday 16 June 2022

K2.29 Council Room, Strand Campus, 16:00 – 18:00

Investment Sub-Committee (in room 5.32)

Secretary – Nigel Stallard, nigel.stallard@kcl.ac.uk, 020 7848 3260

TBC:

Sept 2021

May 2022

July 2022

Remuneration Committee

Secretary – Irene Birrell, irene.birrell@kcl.ac.uk, 020 7848 4601

Contact - Xan Kite, xan.kite@kcl.ac.uk, 020 7848 3361

TBC

King's College Council	
Meeting date	30 January 2020
Paper reference	KCC-20-01-30-06.1
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for s.43, commercial interests; or s.40, personal data



Principal's Report

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

The report outlines key current issues for the attention of Council.

Principal's Report

Executive summary

[REDACTED]

Champion Hill student residences

On 19 December 2019 the university took the decision to relocate staff and students from four blocks of the King's Champion Hill residence, Beech, Maple, Oak and Rowan. The Champion Hill residence, part of the Denmark Hill Campus, was re-opened in 2014, following major redevelopment. We have identified some potential fire safety concerns at Maple block that need further investigation to ascertain the level of any risk and identify any remedial works required. These investigations are also necessary at Beech, Oak and Rowan as they have the same construction as Maple block and to ensure this work can be carried out safely, we are moving students and staff to alternative accommodation.

The staff and students were informed on 13 January of the need to vacate the blocks and a number of support mechanisms have been put in place. A fuller briefing is on the agenda.

Industrial Action

UCU are balloting members for industrial action at King's. The ballot runs until 28th January and the earliest date action could take place is 17th February. I will give an update on the results of the ballot at the meeting. The Senior Management Team have approved a framework for minimising the impact on students, recognising that the response will need to be tailored to reflect the exact timing, nature and duration of any industrial action that may take place.

King's and KCLSU relationship agreement

In December I signed an agreement with KCLSU outlining our common goals for this academic year. The agreement states how we'll work together, setting out four shared key priorities for the 2019-20 academic year:

- Increase mental health support
- Improve support and opportunities from King's Careers & Employability Service
- Campaign to decolonise the curriculum and liberate education at King's
- Student Voice and Representation

International School for Government Update

The International School for Government has had an excellent start since its formal launch in autumn 2019 with former PM Tony Blair in Conversation with the School's Executive Chair the Hon. Alexander Downer. The School has students from South Africa and Argentina funded by the Foreign and Commonwealth Office, and from across the Commonwealth in collaboration with the Commonwealth Parliamentary Association International. The School has a collaboration with the Government and University of Gibraltar and will start training their civil servants. Most recently it has been awarded a contract with the UK government and will shortly start training UK civil servants from across departments in Whitehall. We also have a cohort of students from the King's Global Affairs Master's degree.

The School's second event was in January 2020 with the President of Rwanda, HE Paul Kagame, who will host the next Commonwealth Heads of Government meeting in Kigali in June. The President endorsed the School's proposal for a Commonwealth Civil Service Training Programme.

Admissions update

At this point in the cycle the main focus is on undergraduate admissions. This admissions cycle currently looks to be panning out relatively similar to the last three cycles, with good growth in international demand and in the same range of subjects in Arts & Humanities and Natural & Mathematical Sciences looking to reach their targets through Alternative Offers, Clearing and Adjustment. There is a clear move away from the stigma of Clearing and with real success for King's last year we know that there are areas where we can rely on picking up very strong students in Clearing for UG admissions. Further details are available in **Annex 1**.

Strand Estates Plans

The Strand Master Planning Board has been formed consisting of members of both the Estates Strategy Committee and the executive. It seeks to strategically support longer term growth and flexibility across the Strand estate whilst optimising rental outgoings for the benefit of the university. The group is looking at a number of longer-term options including the potential role of an investment/development partner to maximise the opportunity and improvements that the pedestrianisation of the Strand will bring. The work is looking both at the demand and supply side with both long term freehold and flexibility of portfolio and affordability being key. Further details on the Strand and other campuses is available in **Annex 3**.

Fundraising update

F&SD continues to make good progress across a range of priorities. Since the last report to Council two significant gifts have been received: £3m gift, The Rayne Foundation to support the Centre for Children and Young People's Mental Health, a building that will combine world-leading research and transformative clinician innovation in a purpose-built, clinical-academic centre at the heart of the SLaM Maudsley Hospital Campus in Denmark Hill; and £1.18m pledge, The K. C. Wong Education Foundation to support postdoctoral fellowships for researchers from People's Republic of China to do research at King's. Further details on fundraising activities are available in **Annex 7**.

Architecture Journal Awards name SGL best refurb project 2019.

Science Gallery London has been named best refurb project at the 2019 Architecture Journal Architecture Awards. The first of its kind in the UK, Science Gallery London at King's offers new ways for academics to develop and showcase their research, for students to enrich their learning and for local and broader communities to connect with the university through a diverse programme of exhibitions and events. Opened on Guy's campus in September 2018, Science Gallery London welcomed 350,000 visitors in its first year, with the design of the building an integral part of its mission to ignite creativity and discovery where science and art collide.

Times Higher Education awards

King's commitment to gender equality and reducing inequalities has been celebrated by the *Times Higher Education (THE)* Awards 2019. Winner of the *THE* DataPoints Merit Award for our success in meeting specific United Nation's Sustainable Development Goals (SDGs), King's commitment to supporting women at work and tackling discrimination was recognised.

King's Awards

The King's Awards 2019 took place on the evening of Thursday 21 November. Colleagues from across teaching, research and professional services were shortlisted in 15 categories, and three special presentations by the Principal, Professor Ed Byrne, took the total to 18 awards. Further details on the winners are available at <https://internal.kcl.ac.uk/news/News-Article?id=db7bfc45-e0f4-4929-8b84-0552f97bcf08>

Other updates (Annexes)

- I. Admissions update
- II. Staff update
- III. Estates
- IV. HE environment
- V. King's Health Partners
- VI. Health & Safety update
- VII. Fundraising & Supporter Development
- VIII. Diversity and Inclusion

Ed Byrne
President & Principal
January 2020

This item has been redacted

Staff Update

Senior Appointments

I will give a verbal update to Council on senior appointments including SVP Health & Executive Director, King's Health Partners (KHP) and The Dean.

SVP (Operations)

Following a competitive recruitment process, Steve Large, Vice President (Finance) & Chief Financial Officer has been appointed as the new Senior Vice President (Operations) from 1 March 2020. Steve will be managing the same portfolio as his predecessor Dr Ian Tebbett. Chris Mottershead will continue to cover the role in the interim period.

Chief Financial Officer

Following an internal recruitment process, Annie Kent has been appointed Interim Chief Financial Officer from 1 January 2020. Annie has been a valued member of the King's community since 2015 and is a highly experienced senior financial executive who has worked in Higher Education for over thirty years. She is a qualified accountant who has held several senior finance roles at King's College London, the Francis Crick Institute and Middlesex University. More recently she has worked as Interim Chief Operating Officer for TEDI London.

VP (Service)

Professor Jonathan Grant will be stepping down from his role as Vice President & Vice Principal (Service) in July 2020. He will continue at King's within the Policy Institute, focusing on his research interests as Professor of Public Policy. Since joining us in 2014, Jonathan has been a central architect of King's vision and strategy, both as a former Director of the Policy Institute and through his current role.

Executive Dean, NMS

Professor Bashir Al-Hashimi has been appointed as the new Executive Dean of the Faculty of Natural & Mathematical Sciences (NMS), succeeding Professor Michael Luck who is stepping down from the role after almost seven years of distinguished service. Professor Al-Hashimi is one of the world's most distinguished computer engineers. He joins King's from the University of Southampton, where he is currently Executive Dean of the Faculty of Engineering and Physical Sciences.

Director, External Relations

Maxine Taylor, Director of External Relations will leave King's after Easter to further develop her interests as an executive coach, consultant and Non-Executive Director for Women on Boards amongst other interests. Since joining the university in July 2011, Maxine has led and built a significant function widely respected across the sector with her marketing, public affairs, communications and global engagement expertise. We will not backfill Maxine's role for the time being. Corporate Communications and Public Affairs will report to me and Marketing and Global Engagement will report to Steve Large in his new role as SVP (Operations).

Director, Students & Education

Tessa Harrison, Director (Students & Education) will leave King's at the end of January 2020 to pursue a different career and opportunity beyond the sector which capitalises on her considerable expertise in higher education. Tessa joined King's in November 2014 after a 25-year career in senior leadership roles within higher education. During her time with us, she has led the development of the new Education Strategy and the Student Mental Health Strategy and has been a terrific advocate for our students, seeking to build strong and mutually respectful relationships across the King's community. Darren Wallis, Faculty Operating Officer in King's Business School, has been appointed as Interim Director.

This item has been redacted

HE Environment Update

The outlook for UK universities in 2020 in political and policy terms

Following the decisive General Election result, King's and the sector as a whole face the future in the context of a radically transformed political environment and an emboldened majority Conservative Government that is firmly focused on rebalancing the economic and political settlement in the country.

With a majority of 80 and scores of seat gains (some with substantial majorities) in traditionally strong Labour heartlands seats across the post-industrial north and the Midlands the Conservatives are in a position of strength on the domestic agenda they have arguably not experienced since the 1987 General Election.

We have already seen with the very brisk passage of the Brexit enabling legislation through the House of Commons what a demonstrably altered political environment we now have. Long gone are the edge of the seat nail-biting votes and associated TV theatricality that dominated 2019. After coming relatively close to breaking up in the spring of 2019, the Conservative Party in Parliament now appears to be overwhelmingly united around Boris Johnson's intended hard-ball approach to the future relationship negotiations with the EU.

While there have been suggestions from some Westminster watchers that the size of the majority could actually create some headaches for Number 10, my own impressions of the new intake so far suggest that – for the time being – the war over Europe within the Conservative Party has ended in a seismic defeat for the 'as close to Europe as possible' wing.

We can expect a major reshuffle in February or March this year where the Prime Minister will be putting a clearer mark on the future of his Government. There could be a series of machinery of government changes that affect where research and innovation funding in particular sits in future years. Longer-serving Cabinet members like Andrea Leadsom are expected to make way for rising stars like Rishi Sunak, who was heavily utilised by the Conservatives in the General Election campaign. It's been speculated widely in the press that the number of full members of the Cabinet will shrink from 23 to around 18-19 as a result of the reshuffle.

There are no indications at present of any intention to move Gavin Williamson on from the Department for Education. It's worth noting this was a position he specifically requested as a plum role, having played a major behind the scenes role in Boris Johnson's leadership election campaign in the summer.

The manifesto heavily emphasised public investment and sotto voce on promises of public services reform – a far cry from rhetoric of the Blair and Cameron eras. However, with a substantial majority now banked the signals are that radical public services transformation is very much on the agenda in Number 10.

What can we expect on higher education funding?

This is the most difficult area to provide insight on as the Conservatives chose to 'box clever' in their approach to the Augar Panel's recommendations to the post-18 Review in both the run-up period to the General Election and the manifesto document itself.

The Conservatives have signalled that higher and further education funding reform will be tackled in the early stage of the new Parliament but it was not referenced in the Queen's Speech programme for government on 19 December.

The Universities Minister Chris Skidmore is a declared Augar sceptic in regards to the key proposals of £7,500 undergraduate fee cap proposal and a range of the other suggested reforms to the loan repayment framework. But there are stakeholders in the Treasury and Cabinet Office that support a lower tuition fee and who are skeptical about the need for compensatory grant funding, as recommended by Augar, given the ability of HE providers to lever additional resource through international recruitment.

The Secretary of State for Education Gavin Williamson places special priority on technical education and sees the need for a fresh wave of investment in further education to build on the capital investment programme already committed to in 2019.

For the first time in many years it is possible that FE will be a relative 'winner' in the forthcoming Budget now scheduled for March 11. What is not so clear is whether a path forward for higher education funding will be agreed by this point.

What we may see is a piece-meal approach where more popular, 'quick win' measures like the restoration of maintenance grants are prioritised in the spring while more time is taken to chew over the more complex challenges of how to make university funding and the associated graduate contribution both fiscally and politically sustainable.

My understanding from engagement in the winter is that Chris Skidmore remains skeptical of alternative approaches such as the Australian shared contribution model of Commonwealth grant and tuition funding that varies by subject and expected graduate returns for typical career pathways.

Even if changes to the tuition fee revenue source are agreed in 2020 it is likely that they would not come into effect until at least 2022 at the earliest.

I would also expect the competition agenda in higher education to be pursued with renewed gusto to diversify the provider landscape. It would be fair to say that a number of Conservative MPs believe the higher education landscape needs shaking up and an infusion of new blood to the market place has been a consistent motif of ministers in recent years.

The research and innovation agenda

There is a much clearer sense of direction and strategic importance attached to the future of science, research and innovation in Boris Johnson's Government.

The Prime Minister's most senior adviser, Dominic Cummings, regards research and innovation as a touchstone area of priority focus for the Government in the coming years and took time in the autumn to host a number of summits with science and industry leaders to hear ideas and also road-test various potential policy measures.

It would be an understatement to say that Mr Cummings is a sceptic of Innovate UK, the innovation arm of UKRI (historically the Technology Strategy Board) and also believes the Research Councils have not tended to excel in regards to their frameworks for supporting cutting edge research with significant economic potential.

The manifesto committed the Conservative Party to the creation of a British equivalent of ARPA, the US agency, that would operate in a very distinct way outside of the UKRI family of Councils. The Queen's Speech in December 2019, days after the General Election, specifically name-checked this goal as a lead-off issue for the Government.

The role of a British ARPA-style agency would be to help catalyse ground-breaking research and technology development to address major societal challenges and capture market share in the industries of the future.

The present indications are that Mr Cummings, and the informal huddle of international scientists and commercialisation specialists he has been co-developing the vision with, see ARPA as operating with a highly agile funding stream that encourages risk-taking, a relatively small central team and a hub and spoke distributed network approach.

The idea would be to give outstanding scientists, who enjoy risk and are prepared to fail without fear for their academic standing, long-term funding commitments of at least ten years to work on a variety of projects under the umbrella of broad thematic missions. Initially, at least, there would be a pronounced emphasis on basic research in emerging fields, often far from market application stage.

Typically, a team would have between 5-7 scientists, drawn from both academic and industry backgrounds who are supported by one or more project managers from UK ARPA who would provide more dedicated and time-intensive support than is typically the case with UKRI funded programmes.

The indications are that those academics who are participating in ARPA research would receive full funding for their projects as standard, meaning they would not normally need to apply for additional basic research funding from UKRI, charitable sources, or seek institutional overheads from their universities. There would be follow-on funding and dedicated programme support for commercialisation within ARPA.

A discussion paper prepared for Mr Cummings by Alan Kay, a researcher at the Palo Alto Research Centre and others involved in scoping the agency, also explicitly posits the question of whether special priority should be given to finding the UK ARPA central facility a home outside of London and the Greater South East.

This chimes with the fact that the Government sees the growth of technology and knowledge-intensive clusters around the UK as a critical factor in solving the productivity puzzle. However, like the Chancellor Sajid Javid, Mr Cummings is also a sceptic of Industrial Strategy as it has functioned under the Cameron and May Governments.

The Conservative Manifesto speaks of plans for an unprecedented rise in science and research funding in the next Parliament with a major emphasis on driving forward the development of technologies with critical economic and social importance to the UK. The principle of concentration of research funding in line with excellence will continue and the manifesto envisages the uplift in funding being focused on world-leading universities and their clusters.

More broadly when it comes to the research and innovation funding there will probably be relative continuity in the short-term future in relation to the strategic priorities that UKRI has pursued since its establishment. However, Sir Mark Walport is due to step down as CEO this year once his successor has been found and is available to start. The closing date for the search to replace him is imminent so we may see the replacement in post by the summer. We can expect Number 10 to take a keen interest in the appointment process.

The Conservative Party manifesto commits the Government to a significant uplift in resource for the science and research ring fence to help the UK reach a 2.4% target of GDP spent cumulatively on R&D by 2027. In addition to the plans to move at pace to build the UK ARPA, we will likely see fresh uplifts for:

- QR funding;
- challenge-led funding through the agile cross-disciplinary Strategic Priorities Fund;
- The Strength in Places Fund – a place-based approach to research and innovation funding that ties in with the Conservative rebalancing agenda;
- The Future Leaders Fellowships.

The Conservatives also promised reforms in the manifesto to help galvanise the research endeavour by speeding up and reducing red tape in relation to public research funding. The manifesto promises that a key concern in intended reforms to the research funding system is the intent to “cut the time wasted by scientists filling out forms”.

Research Fortnight however understand from sources in Government that this burden reduction pledge does not relate directly to the REF 2021 exercise and is a more general principle in relation to UKRI and other government-backed research funding streams.

Regulation and sector improvement

The Conservative Manifesto promised further unspecified regulatory actions to tackle the problems of low-quality courses in higher education, and also reiterated its intention to continue to explore ways to control grade inflation across the sector.

The new Head of Education at Policy Exchange is Iain Mansfield a former Special Adviser and former Deputy Director for quality and the TEF at DfE. He is likely to play a key role in developing ideas in this space in the coming months to influence thinking.

The review of the undergraduate application and offer system in higher education launched by the then Education Secretary Damian Hinds in mid-2019 was also name-checked in the manifesto as an issue area where they will look to make progress. Successive ministers have become increasingly concerned at the widespread use of unconditional offers. There is also a real prospect that the review could recommend a transition to a post-qualification admission system, a change that would have a transformative effect on the admissions and fair access agenda and the academic calendar at universities.

The manifesto also zeroed in on the contentious issues of academic freedom and freedom of speech in universities, promising further action to strengthen both and hold universities who fail to uphold them to account. A Policy Exchange report published just prior to the General Election by academics who are critical of existing university practices is understood to have gained traction behind the scenes with Conservative strategists, and a follow-up report is due in a few months.

Immigration system reform

A centre-piece of the Conservative manifesto was the promise of an ‘Australian-style’ points-based immigration system that would be “firmer and fairer” enabling the Government to bear down on net migration while attracting the best and brightest.

The Government will be moving at pace this year to legislate and implement technical system design with the aim to have the new points-based system in place for January 2021 when the transition period under the Brexit deal comes to an end.

A crucial departure from the Cameron and May era was Boris' insistence that his Government would not be setting a talismanic target of reducing immigration to the "tens of thousands".

There is a comparatively more liberal flavour to the new Government's policy and rhetoric on immigration when compared to May's era in the Home Office and Number 10, but at the same time Home Secretary, Priti Patel, is underscoring that border control will be given more tools and resources to crack down on illegal immigration.

We already saw in the early autumn a bold move to restore a generous two-year post-study work visa entitlement for international students and there have been a series of pledges to liberalise visa arrangements for recruiting foreign doctors and nurses to the NHS as well as entrepreneurs, scientists and technologists. Dominic Cummings has been actively canvassing opinion from industry and universities on how to ensure the points-based migration system is as supportive of the acquisition of overseas scientific talent as possible.

Brexit and the future relationship

At point of writing, the Government's key piece of enabling legislation to leave on 31 January with a deal has passed at Third Reading in the House of Commons and now moves to the House of Lords. It is expected to be passed at a brisk pace with the intention of completing the legislative process by 16 January so it is ready for Royal Assent.

The European Council will then need ensure that the European Parliament ratifies the withdrawal agreement – this is a relatively straightforward process only requiring a single vote, but there will likely be several days of debate.

While it is likely to be an emotionally charged plenary session, it is highly unlikely the European Parliament would defy the will of the 27 member states that back the deal, so the UK will leave the EU on 31 January and then enter a transition period until 11pm on 31 December 2020 during which the UK will have continued access to Horizon 2020 and Erasmus+ and EU students will continue to have access to the student loan book and equivalency with UK student fees for courses.

While the domestic political waters should be calmer for the Conservatives, a bruising battle lies ahead in relation to negotiating a comprehensive future relationship agreement by the end of the year. The Government has self-imposed a legislative commitment not to request an extension period beyond the 31st December 2020, meaning if a UK-EU free trade deal is not agreed by this point there could be a 'no deal' WTO scenario outcome, unless other special GATT 24 standstill arrangements were clinched.

James Forsyth, writing for The Spectator, has an interesting piece "Brexit Unchained" in the 11 January issue in which he argues that a crucial shift in mindset has permeated across Government – and that there's a changing of the guards underway within the civil service as part of this process.

Stark differences in the Conservative Party over future settings for regulatory alignment and customs tore Mrs May's Government apart. Now under Boris Johnson there appears to be more resolve that the UK is willing to accept a certain degree of friction in EU trade in order to have control over its economic policy more broadly.

This excerpt from Forsyth's piece captures his assessment aptly:

"As one Brexit veteran concedes, 'The EU attack that we weren't clear what we wanted had quite a lot of truth to it, as we never resolved the friction question'.

"Now the Government knows what it wants: to break free from EU rules and regulations and chart its own course. This was made clear in Monday's meeting of the Cabinet's Brexit strategy committee.

"The Government accepts that trade will not flow as freely as seamlessly across the Channel after Brexit. The Prime Minister has been impressing on colleagues that the whole point of leaving the EU was to regain the freedom to do things differently, so any Brexit deal without that would be pointless. I am told there is 'no way' the Government will go for a high alignment model to prevent friction at the border.

"If we heard little about the advantages of Brexit, that's because, under May, government departments learned to say little or nothing about the potential upsides. But the word has gone forth from Downing Street that departments should look at opportunities and not worry about pre-empting the negotiations. As one cabinet minister says, the government is now more keenly 'open to exploring the opportunities of divergence than the constraints of alignment'."

The Forsyth piece and a number of other pieces stemming from Number 10 briefings in recent days on Brexit strategy underline the Prime Minister's willingness to walk away from the negotiations if the EU's mandate to its negotiators for the phasing of future relationship talks due to start in March insists on only discussing goods and fishing rights as is being mooted. Both sides are upping the ante in a contest of wills played out in the media at present, with the EU insisting that the UK cannot cherry-pick to create a relationship with all the benefits but few of the obligations of membership and budgetary contribution.

It is also worth bearing in mind that for any free trade agreement between the EU and the UK to be agreed, it will need to be ratified by Parliamentary legislatures across the 27 EU countries. This means the 11 month time-window looks incredibly difficult to prosecute and conclude negotiations encompassing trade, security and cooperation in other areas such as research collaboration.

The present indications are that the Government believes a basic agreement on goods, where the EU enjoys a substantial trade surplus, could be clinched for 31 December, but that a second more extensive free trade agreement encompassing frictionless services trade and other specific issues like fishing may take several years to conclude.

While the Government is committed to seeing the UK participate in Horizon Europe, Erasmus+ and a range of other collaborative cultural programmes beyond the transition period these issues may also be difficult to make progress on given the sharp divides on the core question of trade and economic model divergence.

King's, and the sector as a whole, will need to step up no deal planning in relation to dealing with the implications of a 'no deal' for 2021 in a wide range of areas and the Brexit oversight group will continue to meet and undertake workstreams. The Government and UKRI are currently studying the review by Professor Sir Adrian Smith of what a replacement UK-driven international research collaboration funding scheme could look like.

King's Health Partners Update

New competition for AHSCs

On 11 December, King's Health Partners submitted documentation to the NIHR for the **new competition for Academic Health Sciences Centres (AHSCs)**. If successful, interviews will be held in February 2020.

The work underway to determine the next five-year strategy for King's Health Partners has focused on developing a clear narrative for our AHSC and building buy-in and support from across the partners and local system. This material was a major component of submission documentation.

Mind & Body

The Compass Project, an online Cognitive behavioral therapy (CBT) platform for those with physical long-term conditions has launched in four NHS services: Renal (Guy's and St Thomas'), Xeroderma Pigmentosum (Guy's and St Thomas'), Neurofibromatosis (Guy's and St Thomas') and Talking Therapies Southwark (South London and Maudsley), additional resource has been secured to develop a market-ready product from the King's Commercialisation Institute Health Accelerator programme, due to start in Winter 2019.

Guy's and St Thomas' and King's College Hospital NHS Foundation Trusts have developed and are in the process of launching Mental Health Strategies.

Vital 5

King's Health Partners is working with South East London Sustainability and Transformation Partnership (STP) to support the development of a programme to reduce health inequalities. A King's Health Partners team will support this project, including recent recruitment of two Project Support Officers through the HIN's Information Management and Technology fast track scheme (part of Graduates into Health programme) who commenced work in December 2019.

King's Health Partners Institutes

In **Diabetes, Endocrinology and Obesity**, the type 1 disordered eating pilot (T1DE) is progressing with 11 patients currently being treated. An engagement event took place on 12 November with the pan-London spokes to discuss referral criteria, shared-care agreements and ways of working. All 40 patients are expected to be in the service in January, in-line with pilot trajectory.

Work is beginning to develop the vision for a networked service across King's Health Partners diabetes, obesity and endocrinology services. Engagement with key stakeholders taking place across partner organisations (executive, clinical and operational teams) to understand priority areas and build consensus.

King's Health Partners Haematology has been successful in securing the South East London Bid for the Haemoglobinopathy Coordinating Centre and the National Haemoglobinopathy Panel.

Staff engagement events are planned for Spring 2020 and the first staff newsletter was circulated in December 2019. An external review of clinical teams to provide recommendations on improving one team working began in November 2019.

Grant approval was received from Pfizer for £240,000 funding towards the chemo at home project and commercialisation discussions are underway to spin out the King's Health Partners Haematology vector manufacturing capability.

The Institute of Women & Children's Health submitted an outline schedule of accommodation for the Institute to the Evelina Triangle Site Project Board October meeting. Work is underway with King's College London Estates to develop a full Statement of need for initial review by the Capital Advisory Panel.

Following proposals to move to a Strategic Business Unit (SBU) structure across Guy's and St Thomas', focus over the next 4-6 months will include preparing to bring women's services and Evelina London services together with the timescale for the transition.

King's Health Partners Neurosciences secured a new Wellcome Trust neuro-immunology PhD Programme, via an MRC award of 25 PhDs over five years, matched by five King's College London funded PhDs in a programme entitled 'Neuro-Immune Interactions in Health and Disease'. The programme is directed by Prof Leonie Taams, School of Immunology & Microbial Sciences, Faculty of Life Sciences & Medicine and co-directed by Dr Franziska Denk and Prof Stephen McMahon, Wolfson Centre for Age Related Disease.

The Institute is working collaboratively with The South London Neurosciences Operational Delivery Network, which held its official launch on 11 October 2019, with a shared Darzi Fellow who started in September.

King's Health Partners Cardiovascular's first education event, a one-day course on advanced echocardiography, is due to run in early 2020. Professor Mauro Giacca was awarded £1.4m by the British Heart Foundation for research into "Functional selection of novel biotherapeutics for myocardial infarction and heart failure using arrayed AAV libraries coding for the secretome."

One Team Working continues to progress, with monthly joint arrhythmia multi-disciplinary meetings, joint research meetings in heart failure and vascular, and the first joint heart failure mortality and morbidity meeting in September.

Operational integration objectives and priorities for the next two years are currently being refreshed with operational management teams from King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts.

Clinical Academic Groups

In October, the King's Health Partner's Executive invited feedback from CAG Leaders on the effectiveness of monthly CAG Leader meetings. In response to the feedback, the CAG development team have drafted a proposal to widen participation, develop a multi campus venue approach and use the meetings to bring a greater focus to the themes that will drive the development of King's Health Partners strategy over the next five years.

European University Hospital Alliance (EUHA)

King's Health Partners has taken over the rotating presidency of the EUHA following the General Assembly held in Paris in December. King's Health Partners is a founding member of the EUHA along with: Assistance Publique Hôpitaux de Paris; Barcelona Hospital Campus Vall d'Hebron; Charité, Universitätsmedizin Berlin; Erasmus University Medical Centre, Rotterdam; Karolinska University Hospital, Stockholm; San Raffaele University & Research Hospital, Milano; Universitaire ziekenhuizen Leuven; Vienna General Hospital-Medical University Campus.

During the presidency, King's Health Partners will emphasis opportunities to advance approaches to integrating mental and physical health in research, education and care, and opportunities to deliver health system sustainability including through innovation in data, digital and healthcare engineering. Through involvement in the EUHA, research collaborations between members of the Alliance have been successful, including the recent award to [EU Patient-centric clinical trial platforms](#) (EU PEARL) (Pariante), and the only consortium to pass to the final stage of the IMI H2O Health Outcomes Observatory (Dobson).

Health & Safety Update

Changes to Safety Management Arrangements (since last report)

• Annual Health & Safety review

The annual safety review report was submitted to College Council in October. Previous reports for the last six years, are posted on our [SharePoint site](#).

• Accident Management System (AMS)

A replacement AMS program has been procured and is now in development. The plan is to develop and test over the next nine months so that it is ready to replace the current system in autumn 2020.

• Auditing

For 2020 the audit programme will consist of topic-based audits addressing weaknesses identified in previous HASMAP audits such as statutory inspection, risk assessment etc.

• Workrite E-Learning

- With the phased launch of CoreHR it is envisaged that the data-feed into WorkRite will gradually improve. This is being monitored.
- The new agile licencing system has recently been procured, which will provide considerably more course functionality and interaction. It gives the university access to the content of all WorkRite training courses to use as is, adapt or extract to create new courses. The platform will also allow the university to author and edit courses without assistance from WorkRite support. H&SS is currently authoring new courses to be hosted on the system including a student induction, respiratory sensitisers and Principal Investigator & Academic Supervisor responsibilities.

Incidents/Investigations

RIDDOR (reportable to Health & Safety Executive (HSE)) and other significant events academic year 2019-2020 (since October report):

AIRSWeb Reference	Date Reported	Brief Event Description	RIDDOR/ Significant Incident	Event Outcome	Reportable by	Date Reported to Regulator	Regulator Outcome	Regulator Response Summary	Investigation Status
8880	04/12/2019	Visitor tripped on broken slab outside NHH, Guy's Campus	Significant Incident	Injury	N/A	N/A	N/A	N/A	OPEN
8872	02/12/2019	Suspected asbestos containing materials discovered by measured term contractors in basement of Shepherds House during refurbishment works.	Significant Incident	Significant Near Miss	N/A	N/A	N/A	N/A	OPEN
8844	13/11/2019	Planned asbestos management survey identified exposed suspected asbestos containing material in basement of Chesham Building. Not picked up in previous surveys.	Significant Incident	Significant Near Miss	N/A	N/A	N/A	N/A	OPEN
8784	14/11/2019	Member of staff fractured legs falling down internal stone staircase of Hodgkin Building. Following investigation the cause was thought to be footwear.	Significant incident	Injury	N/A	N/A	N/A	N/A	OPEN

8762	12/11/2019	Wall panel fell onto the foot of a cleaner working in the basement of the Science Gallery. IP attended hospital.	Significant Incident	Injury	N/A	N/A	N/A	N/A	OPEN
8722	04/11/2019	Injured Party developed wrist problem whilst carrying out lab based research in US. Carried on working, taking pain relief. Rested from lab work for at least 10 days on return to UK. Pain and numbness in finger return on recommencement of research activities. Referral to OH for assessment and advice.	Significant Incident	Injury	N/A	N/A	N/A	N/A	OPEN
8707	23/10/2019	Hydrogen sulphide released within fume-cupboard but the sash was raised above the allowed limit meaning that the gas was not contained. Injured party attended A&E.	RIDDOR	Dangerous Occurrence	KCL	11/11/2019	N/K	N/A	CLOSED

All reports are investigated internally, lessons learned, and none resulted, to date, in further HSE involvement.

- **Other Significant Incidents/Investigations**

Following a revision of the Fire Risk Assessment for Champion Hill to “Substantial” a thorough review of the associated E&F action plan was undertaken by members of Health & Safety Services and E&F Assurance & Risk under the chairmanship of SVP (Quality, Strategy & Innovation). The decision was taken to close the residence and relocate the students. H&SS, as a member of Silver team, is providing advice and support on Due Diligence process and requirements for 3rd party accommodation providers. H&SS is also working in collaboration with E&F Assurance & Risk to undertake a similar, and more detailed, review of health, safety and fire safety management in King’s managed residences.

- **Regulatory Visits**

An HSE investigation into a RIDDOR report of occupationally acquired asthma during November 2019 identified a number of local failures which led to the issue of an Improvement Notice in December 2019. Fees for Intervention will be incurred. A formal response detailing the remedial actions that will be taken is required by 31 March 2020.

HSE have Occupational Asthma as one of their priority enforcement areas. As such all reports of occupational asthma automatically trigger an investigation.

The RIDDOR was submitted to HSE by Occupational Health in August 2019 following confirmed diagnosis of occupational asthma affecting a member of staff in one of the university’s Biological Services Units. An Action Plan has been developed by H&SS which addresses local failures and wider lessons learned for application in the BSUs and other laboratory research areas. H&SS is leading on the implementation of this plan with the key stakeholders.

- **National HE incidents:**

Following a large fire at a University of Bolton student residences in mid-November the Secretary of State for Education sought assurances that all buildings used by students (university owned and third party) were safe with respect to fire safety, with particular reference to the Regulatory Reform (Fire Safety) Order, Building Regulations and recent Government information on external cladding (following the Grenfell fire). This assurance is expected to be in the form of a review of management arrangements and legal compliance. King’s submitted a written response providing assurances that a review would be undertaken by May 2020. This is envisaged to be a collaborative project between H&SS and E&F Assurance & Risk and the collaborative review mentioned above will contribute to this.

Communication and Consultation

- Two Safety Notices will be sent out in January as part of the action plan arising from the HSE Improvement Notice. The first will address Hierarchy of Control towards hazardous substances and the second will address the importance of

reporting and investigating suspected and confirmed work-related allergy symptoms arising from the health surveillance process.

- H&SS continues to develop its Safety Essentials posters and wallet information cards as means of communicating important health and safety information to staff and students.
- As the Functional lead for Health & Safety, H&SS continues to liaise with key H&S personnel from across the University and use its SharePoint site and Microsoft Teams site to provide information and enable collaboration on various workstreams. Regular meetings continue to occur at various levels of the university and externally.

System Development

- The Health & Safety Policy and Arrangements document is currently being reviewed. A draft statement of intent was provided to the October HSMG meeting and a revised version will be submitted to the February HSMG meeting.
- H&SS has been supporting the College Secretary's review of travel policies and arrangements. H&SS hosts detailed guidance for staff and students travelling abroad on its webpages and will be developing an e-learning course on travel safety to be hosted on the Compliance E-learning (WorkRite) system.
- H&SS is liaising with KCH Occupational Health (KCH OH) to review the respiratory health surveillance arrangements in light of the HSE Improvement Notice to improve compliance. This includes the introduction of an e-learning course on respiratory sensitisers co-authored by H&SS and KCH OH which will link learners directly to a secure on-line respiratory health questionnaire hosted by KCH OH.

Safety Resources

It is important to regularly review health & safety resource arrangements to ensure that we continue to have adequate professional health and safety provision. The complexity of operation, research and student numbers; the hardening of the regulatory environment and revised sentencing guidelines (based on turnover or equivalent); the emphasis on health at work by HSE; and increasing number of ill-health related incidents at King's all contribute to demands for professional health and safety provision, assistance and assurance.

The Director of H&SS retired in November 2019. The Deputy Director is currently Acting Director and is being supported by the Head of Infrastructure Safety (currently Acting Deputy Director). A business case has been submitted regarding necessary resourcing of H&SS in order to provide appropriate professional support to the university. Therefore, capability to anticipate and meet the university's needs remains a significant challenge.

Fundraising & Supporter Development Update

The Fundraising and Supporter Development (F&SD) team raises money for its three partners: King's College London (KCL), King's Health Partners (KHP) and Guy's & St Thomas' Trust (GSTT). Income secured for our partners for the current College financial year (latest figures for August-November) is £5.9m. By partner, this is £2.6m for KCL, £0.7m for KHP and £2.6m for GST. There is confidence that the full-year target across all partners of £37.6m will be achieved.

Highlights of recent fundraising events and activities

During the current first phase of Campaign III, the F&SD team's focus is on building the prospect pipeline and bringing in transformative gifts through tailored and appropriate cultivation and fundraising activities, and through engagement with Alumni and prospects in key markets. Examples of recent events and activities are listed below, by partner:

KCL & KHP

- On the 13 November, a private drinks reception was held before the 'In Conversation' event with Hillary Rodham Clinton and the Hon Julia Gillard AC for 40 external guests, providing an opportunity for these two global figures to engage with high level prospects.
- The Hon Julia Gillard AC and Professor Rosie Campbell presented on the Global Institute for Women's Leadership (GIWL) at the Campaign Board. The project was warmly received and the Board endorsed GIWL as a fundraising priority.
- F&SD have confirmed the largest legacy pledge in KCL history, estimated at between £3-4 million. The couple, one of whom is an Emeritus Professor of Neuropathology and the other a former judge and Theology alumnus, have pledged the gift to go towards the Law School and the IoPPN.
- The autumn KCL Direct Marketing Hardship Appeal was sent to 15,000 alumni at the end of October, and has so far raised almost £32,000 from 330 gifts.
- A successful communications campaign was carried out to support King's alumna Dina Asher Smith, who was nominated for BBC Sports Personality of the Year, with social media content receiving over 700 direct engagements with the #SPOTY social campaign posts (likes, shares, retweets etc).

Guy's and St. Thomas' Trust

F&SD provides fundraising support to GSTT's agreed strategic priorities, principally Evelina London Children's Hospital and Guy's Cancer. Trustees of the Guy's and St. Thomas' Charity approved a new fundraising strategy in December 2018, which doubles the Charity's investment in fundraising resource and activities in F&SD, which in turn is expected to double the level of income raised over a four-year period. A dedicated GSTT fundraising team is being created within F&SD and the team is developing new ways of working to ensure the maximum benefit for all fundraising priorities.

The priorities for GSTT will have some overlap with KCL/KHP in a number of areas including, for example, mental health and child health.

Key recent activities for GSTT include the following:

- Following successful re-engagement of the Rothschild family, the Rothschild Foundation have confirmed a grant of £150,000 over two years to create the Rothschild Foundation Lecturer in Neonatology post in honour of the 150th anniversary of the founding of Evelina by Baron de Ferdinand de Rothschild. Discussions are ongoing with branches of the family about support across GSTT and KCL priorities.
- On the 5 December, children whose lives have been transformed by care they have received at Evelina London lit up the London Eye in celebration of the hospital's 150th birthday.
- Later that evening, the team held the GSTT and Evelina London 'Carols by Candlelight' service at St Margaret's Church in Westminster for a record breaking number of supporters, staff, patients and their family and friends, who heard from an array of speakers and their experiences of GSTT and Evelina London. Following the service, 150 guests attended a drinks reception to celebrate 150 years of Evelina London.
- The Direct Marketing Evelina Christmas Appeal was sent to 11,200 supporters in November and has so far raised almost £21,000 from 523 gifts.

- The third annual Christmas Smiles appeal launched in November and has raised just under £13,000 from 367 gifts. The appeal raises money for staff at Evelina London to buy presents for the children in their care.

Recent significant gifts (where agreement has been signed)

F&SD is making progress across a range of priorities and this section reports on gifts where a formal agreement has been signed by the donor in the period since the last report to Council.

1) £3m gift, The Rayne Foundation

- This gift will support the Centre for Children and Young People's Mental Health, a building that will combine world-leading research and transformative clinician innovation in a purpose-built, clinical-academic centre at the heart of the SLaM Maudsley Hospital Campus in Denmark Hill.

2) £1.18m pledge, The K. C. Wong Education Foundation

- This gift will support postdoctoral fellowships for researchers from People's Republic of China to do research at KCL
- The fellowships will take place in:
 - Faculty of Dentistry, Oral & Craniofacial Sciences
 - Faculty of Natural & Mathematical Sciences
 - Faculty of Life Sciences & Medicines
 - Institute of Psychiatry, Psychology and Neuroscience
 - Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care

Diversity & Inclusion Update

Equality, Diversity & Inclusion underpins Vision 2029, a guiding principle of which is to 'create an inclusive environment where all individuals are valued and able to succeed. King's is striving to embed inclusion to provide an outstanding educational experience and to be an employer of choice. ED&I plays a key role in attracting and retaining talented staff and students and enables all staff and students to succeed. The broad reach of our work continues at pace.

We work across six themes:

- Legal compliance and supporting the HR transformation
- Governance, executive management and leadership, including data driven insight and functional alignment
- Inclusive culture – promoting benefits of inclusive behaviour and tackling bullying harassment and discrimination
- Disability inclusion
- Education, awareness and development
- Recognition, through Athena SWAN, Race Equality Charter Mark and Stonewall.

Strategic Objectives

- To be intersectional by default
- To develop a more inclusive culture via more capable, inclusive leadership and management so all parts of the community feel valued and able to succeed
- To diversify Senior Leadership
 - Increase proportion of women in senior and leadership positions
 - Increase proportion of BME colleagues in senior and leadership positions
- To ensure representation of protected groups of staff is proportionate throughout all Professional Services and Academic grades, especially for BME staff
- To address the Ethnicity Pay Gap
- To address the Gender Pay Gap
- To promote benefits of inclusive behaviour and to ensure there are mechanisms and processes which will hold people accountable for unacceptable behaviour

Governance, executive management and leadership

The Equality Diversity & Inclusion Annual Report was published in December 2019. This report shows the important ED&I work within King's, showcasing our successes and achievements across the University.

We want our Council members to be informed and have a broad view of the work of ED&I within King's College London, as to be able to hold the university to account. Please read this report, which can be found at

<https://www.kcl.ac.uk/hr/diversity/di-at-kings/annual-report>.

EDI delivery and resourcing – the New Operating Model

The new EDI operating model has had a phased roll out across seven of nine King's faculties, embedding six new practitioners across the university. As we move from launching our new model and service towards business as usual, we will be taking stock and evaluating how the model was implemented and how well it is working. This will help inform the future inclusion of IoPPN and FoLSM, and other large scale EDI transformation projects.

A summary of the findings will be shared with Council and SMT.

Inclusive Culture – Dignity at King's

A priority for Dignity at King's is refreshing the Dignity at Work / Harassment Policy, to strengthen and clarify King's approach to tackling bullying, harassment, discrimination and victimisation.

To ensure this is a robust, fit for purpose policy requires input from a wide range of stakeholders, internal and external. The tiered stages of review and finalisation are planned for January to March and the final policy will then be submitted to SMT for approval.

In the annual evaluation of Welcome Week, it was shown that the Active Bystander sessions had above average attendance compared to other optional sessions during Welcome Week.

Many areas of King's targeted underrepresented groups, e.g.

- Live at Home social - KCLSU
- Creativity for your commute - Culture
- Welcome to Work Experience with a Disability - Careers & Employability
- Live at home? KCL life & your job - Careers & Employability
- Sustainability for Students Living at Home - Sustainability
- Childcare funding and support for student parents - Student Advice

Disability Inclusion

Digital Accessibility

The Public Sector Bodies (websites and mobile applications No. 2) Accessibility Regulations 2018 came into force on 23 September 2018. These regulations aim to ensure that all digital platforms are accessible to people with disabilities. In short, platforms and digital content created after 23 September 2018 should have been made accessible from 23 September 2019. Mobile apps need to be accessible by 23 June 2021, and new content should be accessible as standard. A university wide Programme Board has been convened, chaired by Sarah Guerra (Director of D&I). Nick Leake (Chief Information Officer), Maxine Taylor (Director of External Relations), and Irene Birrell, (College Secretary) are sponsoring this work.

King's is not yet fully compliant and is taking a risk-based approach. The Programme Board are ensuring that the work is thoroughly scoped to ensure accessibility and continued compliance in the longer term. The aim is to achieve compliance over the entire period rather than focusing on the initial deadline. Phased compliance carries an inherent risk in terms of government scrutiny but this has been assessed to be a low risk. The more significant risks to King's relate to reputation and attainment impact of our students who rely on accessible digital content.

Twenty-eight high-priority platforms (i.e. high volume student usage) have been identified and audited and we are looking to publish accessibility statements for these as soon as possible. As we learn more about what is required a business case for an increased level of resource prioritisation in this area may need to be approved.

Recognition - Gender equality - Athena SWAN

The University's Athena SWAN Leadership & Action team (ASLA) are conducting the self-assessment at pace. ASLA is co-chaired by Prof Evelyn Welch, Provost and Senior Vice President for Arts & Sciences, and Dr Martin Kirk, Operations Director of RMID. Athena SWAN Silver involves a clear assessment of gender equality at King's, bold commitments for the future, and evidence of impact since the last submission in 2016. We are aiming to achieve a Silver level award in the April 2020 round. This timetable is being pursued to enable us to have achieved the award so it can be credited in our REF 2021 submission.

Throughout November and December, ED&I have organised Athena SWAN Discovery Cafés. These interactive, world café style events were to enrich our understanding of gendered experiences within King's. These findings will be compiled into a report and will feed into the Athena SWAN self-assessment and application. Engagement Packs have been released for faculties and directorates to participate in the self-assessment. These will act as a catalyst for inclusion conversations across all of King's, ensuring that each faculty and department are actively considering their gender inclusion maturity. The exercise supports faculty and directorate executives to engage with gender equality at King's, to embed diversity data insights into faculty and directorate planning, and to capture reflections, challenges and priorities for each area of King's.

The faculty and directorate responses will feed into the Athena SWAN application. Our self-assessment has shown us we have continued sticky areas around

- implementing recruitment and selection best practice
- the consistency of line management
- and uniformity of enabling flexible working across King's

These are areas which we will continue to focus on in this application and action plan.

Recognition – Race Equality Charter Mark

There have been several key developments in our Race Equality work, we have a positive outlook as the university prepares for a July 2020 Race Equality Charter Submission to renew our Bronze Award, held since 2015.

The EDI Function have been acting on the Feb 2019 panel's feedback and supporting King's to resubmit in July 2020. Key progress includes the inaugural meetings in January of both the new Race Equality Board, charged with oversight and accountability of our race work, and the Race Equality Leadership and Action Team, charged with preparing a submission document.

Black History Month was celebrated in October 2019; a record number of staff and students enjoyed a highly engaging programme of events and blogs led by King's new Race Equality Network. The month tackled issues of race and racism in a sensitive, challenging and thorough manner, recognising both how far we as a university and society have come and have yet to travel.

Recognition – Stonewall WEI

Take up of *Trans Matters*, our gender identity awareness sessions, has been good across King's. Since its introduction in August 2017, the two-hour training session has been delivered to 135 colleagues across such varied teams as Accommodation Services, Library Services, The Science Gallery (ahead of their 2019 Gender Season), Student Support Services, the School of Politics, and NMS Faculty Equality Group members. The feedback has been very positive and has led to a groundswell of staff members including their pronouns on their emails and the identification of issues to be considered at department, faculty and institutional level to improve trans inclusion.

We would encourage members of Council to consider attending the Stonewall Trans Ally training and/or we could organise a bespoke *Trans Matters* training session for Council members. As an interim measure we would encourage Council to include their pronouns in their email signatures as part of encouraging inclusion.

King's College Council	
Meeting date	30 January 2020
Paper reference	KCC-20-01-30-06.2
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for s.43, commercial interests; or s.40, personal data

Principal's Reflections

Action required

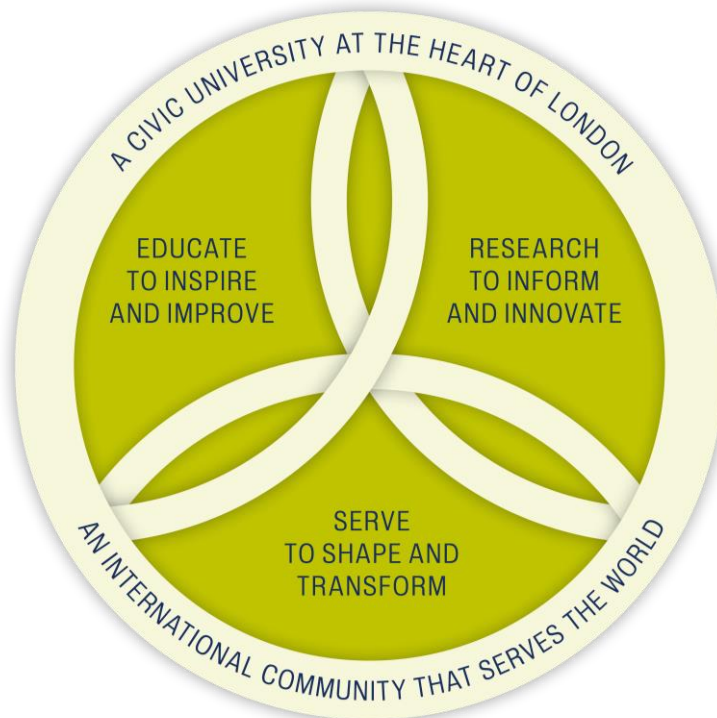
- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

The Principal will provide a verbal report to Council on his reflections, in part as context for the senior recruitment processes which are underway.

There are two context papers attached for noting:
Annex 1 - Progress and reflections on vision & strategy
Annex 2 - Collective Delivery Plan

Progress and Reflections on Vision and Strategy January 2020



Introduction

[King's Strategic Vision 2029](#) was launched three years ago, and we take this opportunity to reflect on our progress on delivering our exciting vision, and to put current developments in a slightly longer context, as some of our significant initiatives have longer roots.

We launched *King's Futures* in 2014 - a programme of initiatives designed to address the key issues which were facing the university, with the aim of broadening out our offering and cementing our place as a genuinely world class university. *King's Futures* drove a number of important developments which have come or are coming to fruition, including the launch of the King's Business School, our exciting plans for expanding engineering, and our focus on professional strengthening and investment in system and process improvement. It was also a programme to broaden out our international strategy and to diversify the financial basis of the university through some increase in recruitment of high fee students in targeted areas and through vigorous development of third-stream income sources.

King's Futures was also in many ways the basis for much of our Strategic Vision 2029, which was developed in 2016, and launched early in 2017, particularly the transformative initiatives contained within it. Vision 2029 was the result of a very wide consultation across the King's community and enabled us to develop a Vision which spoke to the institution's heart, as well as its head.

Whereas *King's Futures* was a pragmatic rebalancing of the university in academic and financial terms, *Vision 2029* represented an ambitious attempt to define the ethos and cultural values of King's which differentiated us from other leading institutions and which would serve to act as a compass in the years ahead. A key part of this was the elevation of *Service* as one of our key priorities, alongside Education and Research, in the context of London and International. This spoke to a principle of service to society that has long and deep roots at King's. We appointed Jonathan Grant as Vice-Principal (Service) to lead our development in this area.

The service agenda is an important example of how we are seeking to define our success on our own terms – the recent launch of the [Times Higher Education University Impact Rankings](#) placed King's fifth in the world for our work against the UN Sustainable Development Goals. It opens up a whole new window on what makes a university world-class, which can sometimes be missed by traditional measures and metrics.

We have a duty to be a socially responsible institution. We have reduced our exposure to fossil fuel investments by 65% since 2016 and eliminated investment in tobacco and controversial weapons manufacturers. Over the period 2006-2019, we reduced our carbon footprint by 41%, and are working towards being carbon neutral by 2025.

Many of our transformative initiatives are bearing fruit and attracting attention: Paul Kagame, the President of Rwanda, was just recently in conversation at our International School for Government, which has also secured its first major contract. A highlight for the Global Institute for Women's Leadership was a discussion between Chair Julia Gillard and Hillary Rodham Clinton. Exciting new opportunities are arising, too, the plans for pedestrianisation of the Strand amongst them.

A lot has happened in the three years since we launched Vision 2029, and this report seeks to update Council and Academic Board on progress towards delivering Strategic Vision 2029. It concludes with observations on our current position and our key challenges going forward.

The document will be accompanied by verbal reflections from the President & Principal at the Council meeting on 30 January.

Our Strategic Priorities

Educate to Inspire and Improve

Building on Vision 2029, our [Education Strategy](#) was launched in September 2017. The Education Strategy sets out the actions that we will take by 2022 to transform how we teach, how and where our students learn, and how we will support them during their time with us. It sets out our ambition to produce highly employable, strong and capable graduates, informed by a curriculum delivered in the heart of London, enhanced by research, service and international perspectives. The strategy is being implemented through a programme of interlinked projects:

Curriculum 2029: We are introducing a new approach to our curriculum, giving all our students the choice to learn from outside their main discipline, learn through employment and travel, and work with local communities to solve real-world problems. The programme architecture to support the new curriculum has been approved; and over the last year we have completed the institution-wide review and decision-making process for simplifying our portfolio of programmes and modules, a major undertaking and key enabler which will reduce complexity for students, allow space for innovation and flexibility, and improve sustainability in terms of workloads, administration and cost. The decisions around portfolio simplification will be fully implemented within three years.

A set of interdisciplinary and service-led innovation modules are in development, led from faculties across the university. These modules are forerunners in developing the kinds of innovative and exploratory academic content that Curriculum 2029 will offer our students. We are also working to ensure all student assessment is appropriately designed and delivered, supports learning, and is accompanied by timely and valuable feedback.

In 2018/19, Academic Board approved our new Degree Algorithm, to be implemented in 2020/21, in which the marks from modules taken in the King's First Year will not be used to calculate the final degree award. This will help support our students make the transition into Higher Education and make the most of their time at King's.

Supporting Students: We are supporting and enhancing the physical and mental wellbeing of our students. We aim to be a world-leader in student mental health and wellbeing and published a report and Strategic Plan around this in March 2019. The strategy sets out 15 actions developed in partnership between staff and students, and explores what King's already does - and where we can do more - to support student mental health and wellbeing. We are reforming the first year of our undergraduate degrees to improve our students' introduction to university. Based on existing good practice from across King's and the sector, the new King's First Year will help students to transition and develop the skills they need to succeed with university-level learning. We are also enhancing our personal tutoring provision.

Learning Environments: We are investing in digital technologies and our physical spaces, which work together to support our students and staff to teach and learn on and off campus, or completely online. We have developed an Approach to Digital Education which will guide our progress around the intersection between teachers, students and technology.

We are working hard to ensure that the foundations which will enable us to achieve our educational ambitions are sound. These include a focus on functionally-aligned service excellence in student services, a comprehensive programme of work to improve how education and student services are delivered (Programme Administration and Change Transformation or PACT), a project to map and redesign our processes to make life easier for students and staff, removing barriers that prevent students from learning and belonging, and ensuring that we respect the diversity of our students and staff.

Research to Inform and Innovate

Research is core to King's, what we do, what we care about and how we educate. Our ambition is to be home to the most able and innovative researchers delivering world-leading and outward-looking research and supported by state-of-the-art infrastructure. Strides in the quality and impact of our research are recognised nationally and internationally. In 2018/19 King's secured over £233m in new research awards (the highest in the last 5 years), and in 2019 we ranked 36th in the world according to the Times Higher World University Rankings (moving up two places from the previous year) and 5th globally in the new University Impact Ranking. In November 2019, the School of Biomedical Engineering & Imaging Sciences in the Faculty of Life Sciences & Medicine was awarded the Queen's Anniversary Prize for higher and further education. This award is granted by The Queen every two years for outstanding work that delivers tangible benefits to the public.

Our research is underpinned by a university-wide [Research Strategy](#), launched in 2016. Taking stock of progress so far and changing conditions, work has started on a refresh of the Research Strategy's implementation plan in 2020, rearticulating priorities around our five key objectives: retaining, developing and recruiting world-class talent; providing the best environment and systems to deliver world-leading research; broadening the research base whilst increasing quality; increasing impact and expanding research partnerships; and delivering research-enhanced education.

In 2016 we launched *King's Together*, a fund providing seed funding to innovative multi-disciplinary and inter-disciplinary research leveraging the breadth of expertise across the university. Six funding rounds have been run to date, and over £3m has been awarded to 93 projects which have gone on to generate an estimated £20m in follow-on funding. The fund also supports the other Vision 2029 priorities through enabling research-enhanced education, international collaborations, capacity-building and public engagement.

We are ensuring that research proposals have clear pathways to impact and employing state-of-the-art tools to identify and evidence impact and develop strong impact case studies for REF2021 and beyond. Cross-university institutes focused on commercialisation, policy, entrepreneurship and culture support the delivery of impact from our research. We work with partners both in industry and the public sector to deliver, sustain and maximise impact and invest in core infrastructure like the Science Gallery London to optimise engagement with our neighbours and community. We are substantially enhancing our capacity in partnerships with industry, which will be discussed further under transformative initiatives below. Research at King's is making the world a better place, and this will be demonstrated in the forthcoming REF2021 impact submission.

We are also working on ensuring that the enabling structures that contribute to the second pillar of the research strategy (providing the best environment and systems to deliver world-leading research) are fit for purpose. We have undertaken a comprehensive review of eResearch at King's, are deploying new systems to track research activity and to support grant costing and award management and are investing in growing our support in key areas such as research development and commercialisation.

Serve to Shape and Transform

Service encapsulates our commitment to society, beyond the traditional roles of education and research. King's makes a positive difference to society through its work across social reform, the educational experience of our students, research impact, volunteering and environmental sustainability. Our work is guided by our [Service Strategic Framework](#), launched in 2018 following a consultation of students, staff and external stakeholders.

Service is enhancing King's reputation and differentiating us from other universities. We came 5th in the world in the Times Higher Education (THE) University Impact Ranking, released in 2019. Using the UN Sustainable Development Goals as the measurement framework, this ranking recognises and celebrates

the broader social and economic contribution of universities. Subsequently, in November 2019, King's won the *THE* DataPoints Merit Award for our performance in that ranking across 'gender equality' (SDG 5) and 'reduced inequalities' (SDG 10). These results have raised the profile of King's in the sector both in the UK and across the world.

In 2018, the Service Time policy was introduced, giving all full-time members of staff one day of paid leave for volunteering activities. As of January 2020, Service Time has been increased to three days per year. We have developed an exciting proposal for King's Volunteering, which will provide opportunities for students, staff and alumni to undertake voluntary experiences. This proposal will be submitted for approval in February 2020. We also co-created and launched a service leadership programme, supporting academic and professional services staff to enhance their skills that are specific to successful service work.

King's Global Health Partnerships (KGHP) are working in Somaliland, Sierra Leone, Zambia and the Democratic Republic of the Congo to advance healthcare and its outcomes by empowering people, strengthening organisations and enhancing systems. They are bringing the academic, health and international development communities together, pioneering a distinctive approach that is responsive, rigorous and long-term. In May 2019, King's Health Partnerships (KHP) launched their Global Volunteering Scheme. This Service Big Idea aims to scale up how the partnerships draw on expertise from across the university and the King's Health Partners NHS Trusts, by catalysing and harnessing the volunteer energy of staff, students and alumni.

Another powerful example of service in action is the Sanctuary Programme (a Vision 2029 transformative initiative, covered in more detail below). Formed in 2015 in response to the humanitarian crisis created by 60 million refugees fleeing from Syria and other conflict zones, the programme to date has worked in partnership to deliver a diverse set of projects that are helping to improve the lives of refugees and migrants in the UK, Europe, Lebanon and Jordan.

Our Widening Participation department has partnered with community organising charity Citizens UK to listen to local communities and to empower those affected by barriers to social mobility to campaign for change. The award-winning Parent Power has trained over 200 parents to become experts in university access, student finance and tutoring. Parent leaders have been empowered to create change on issues ranging from access to open days, the affordability of private summer schools and the increase in school exclusions. A listening campaign with the Latin American community in London led to internal transformation at King's: we are the first institution to offer a specific 'Latin American' ethnicity monitoring option, allowing King's to measure levels of Latin American access and success. In a ground-breaking partnership and following a commitment at a Lambeth Citizens assembly hosted at King's, the Widening Participation department are also working with Lambeth Council to create the borough's first Social Mobility strategy. The link between widening participation and service is particularly effective. It means King's widening participation work can take a broad approach to equality of opportunity and access to our university, focussing on the communities around students where their learning takes place, and empowering our neighbours to take action as a powerful example of tangible civic engagement.

We have also made great strides in our environmental sustainability work, in carbon reduction, waste recycling, and student and staff engagement. Over the past three years since Vision 2029 launched, our network of Sustainability Champions has grown to over 400 staff and students, and departments and teams across the university are engaging with sustainability. We have reduced our carbon emissions by 41 per cent, compared to our 2005-06 baseline, and have set the target to be net zero carbon by 2025. Our electricity is now supplied from 100 per cent wind power and we have committed to fully divesting from fossil fuels. Recognising the importance of universities in achieving the aims of the United Nations Sustainable Development Goals (SDGs), King's is now a signatory of the SDG Accord.

We have a duty to be a socially responsible institution. In 2018, we became accredited as a Living Wage Employer and last year we initiated a socially responsible procurement policy which is changing the way that we procure goods and services. The social benefits of our tenders are more explicit, and we are able to

generate funding from larger contracts for service initiatives. In addition, vital support services were brought in-house, with 400 cleaning and security staff welcomed as King's employees in August 2019.

We are also developing partnerships that will enable us to deliver on our service ambitions and enhance our reputation. Earlier this year we also became the first whole-university strategic partner of Citizens UK. This partnership will build on the success of the joint work to date with the widening participation agenda and will enable more members of the King's community to make an impact on the issues that matter to them. In 2019, after a review, we initiated a project that will explore the opportunities for a new national partnership. Cornwall was selected due to various factors, including the existing relationship with King's Service Centre. Over the next few months we will look at the potential opportunities in the area across our academic mission of education, research and service.

A Civic University at the Heart of London

King's distinctive work across the capital and our proactive approach to London engagement has built our reputation as a trusted and valued partner among policymakers, charities, thinktanks and local and national Government. Our commitment to working collaboratively with local communities and partners across the city sets us apart from other London HE institutions. We are now recognised as a leading voice in this space and are regularly invited to present our strategy and its practical delivery to peer institutions, in sector publications and at events.

Across every faculty, our partnerships with London – from the Faculty of Arts & Humanities' relationship with Lambeth's Black Cultural Archives to the Faculty of Social Science & Public Policy's connections to 10 Downing Street – support the city's needs while helping students make the most of London as a living classroom. Researchers draw on the lived experience of Londoners to generate new knowledge that contributes to the health and economy of the capital. A compelling example is the REACH study, where researchers in the Institute of Psychiatry, Psychology & Neuroscience are working with school pupils across south London to better understand ways to promote good mental health in young people.

An online platform that highlights and showcases these teaching and research collaborations – [King's London Collective](#) – went live in 2018. Reaching out to policy makers and a broader audience, it opens up King's expertise on key London issues, including air pollution in the capital, London's financial future and urban mental health. The content spans subjects from Global Health in Local Practice to Black Lives in Modern London.

King's is the first London university to have developed and published a [Civic Charter](#) setting out our commitment to London and signalling how we will contribute to, respect, welcome and support our local communities.

In support of this we undertook an extensive listening exercise in our home boroughs of Southwark, Lambeth and Westminster during 2017 which led to the development of #KingsLocal (detailed under Transformative Initiatives below). Bespoke statements of intent with each council set out areas for collaboration and mutual priorities informed by each local authority's strategic ambitions and King's strengths.

The concept for King's Civic Challenge emerged from this consultation and is now live. Nearly 90 students and staff have teamed up with 17 local charities to co-create imaginative solutions to local issues in the first of what will be an annual event. The student and staff cohort represents every faculty and all levels of student, academic and professional services staff. Teams formed at a matchmaking event and are participating in four training sessions as they develop proposals. The Civic Challenge has received support, including funding, from the Mayor of London and the Grand Final will take place at City Hall in March 2020 where teams will pitch for ongoing funding and support.

Our local consultation also highlighted that charities and community organisations in our home boroughs often struggle to recruit trustees. In response, King's developed Board Bank, a programme to connect King's staff and students with local charities and organisations that are seeking trustees. In June/July 2019, King's worked with specialist charity [Getting on Board](#) and ran a successful pilot Board Bank for staff members featuring Lunch & Learns, application workshops, training and a [Trustee Fair](#). A second staff Board Bank programme and a new pilot for students, in partnership with KCLSU, will run in 2020.

Our local commitment is brought to life across the university, including King's Food, which aims to purchase food and drink from Southwark, Lambeth and Westminster where possible. Menus now include honey from Bermondsey Street Bees and granola from Nibs etc. in Borough Market, as well as cured meats from Crown & Queue, beer from Fourpure and cider from Hawkes London, all based in Southwark.

Launched in summer 2019, Civic Leadership Academy also brought together fifty King's undergraduate students to develop their leadership skills whilst creating change in our local communities. Developed by Social Mobility & Student Success, over 80 per cent of the students participating are from underrepresented backgrounds. It aims to empower them to flourish beyond the classroom, enhancing social mobility and student success.

Another new programme, Global London Advocates, developed by the School of Global Affairs, challenges undergraduate students to apply the skills and theory acquired during their studies to help solve global social issues at a local level.

[An International Community that Serves the World](#)

Our vision for internationalisation at King's goes beyond international staff and students, overseas travel and cross-border research. We envision a community of King's People – students and staff – who are culturally competent and able to view the world through the lens of others. The objectives of our [International Strategy](#) to 2020, initiated in 2015, are now embedded across the university. In 2019 we refreshed our approach, following two years of research and consultation with staff, students and alumni. Our refreshed strategy, Internationalisation 2029, responds to a rapidly changing external environment, a clear direction set by Vision 2029, and the aspirations of our students and staff. It is based on three pillars: the identity of King's People as culturally competent and having a global problem-solving mindset; internationalisation at home – our systems and processes; and global reach to develop a leadership agenda that can contribute meaningfully to global problem-solving.

In the last four years, the number of students studying at King's who come from outside the UK has grown by nearly 60% and we were delighted to welcome over 11,000 students from outside the UK this autumn. These students now represent just under half of all our students. The diversity of our students from the UK also continues to grow, making our classrooms truly extraordinary settings full of possibility. Over the same four-year period, our international collaborations in research and education have also grown. King's research grant income from non-UK sources has increased by 40%. King's now offers three times as many dual or joint awards, and has students undertaking joint PhDs in Europe, Asia, Latin America and Africa in over 40 programmes. Despite the future uncertainty of the political and economic relationship between the UK and the EU, King's commitment to engagement in Europe and across the world remains undiminished.

In addition to individual staff, student and alumni links, we continue to build our institutional relationships, especially in other European capital cities, and are active participants in the Guild of European Research-Intensive Universities, shaping EU research policy. We recently formalised our partnership with the new Université de Paris and will soon be exchanging Visiting Fellows in both Arts & Sciences and the Health faculties, and in collaboration with Charité Berlin, we are co-funding joint projects in a range of high-impact areas such as biomedical engineering and population health. We were honoured to host over 40 European Vice-Chancellors at King's for the annual General Assembly of the Network of Universities from the Capitals

of Europe (UNICA) in November, and excited about growing our teaching footprint in Europe through our relationship with the University of London Institute in Paris.

Other significant global relationships developed over the past few years include the PLuS Alliance, a three-way partnership with Arizona State University, King's College London and UNSW Sydney which created TEDI-London and is now focussed on increasing access to online learning in new markets and targeting large research grants in areas of complementary strengths including addictions and mental health. In Shenzhen, China we have partnered with Southern University of Science and Technology (SUSTech) with the intent of establishing a joint medical school by developing the first dual degree offering in medical education between the UK and China. In the Middle East our ground-breaking DFID-funded Partnership for Digital Learning and Increased Access (PADILEIA) – jointly with Al al-Bayt University, the American University of Beirut, FutureLearn and Kiron – produces and delivers blended higher education programmes to Syrian refugees and host communities in Jordan and Lebanon, also serving over 40,000 registered learners worldwide. In Sub-Saharan Africa, King's leads ASSET, the National Institute for Health Research (NIHR) Global Health Research Unit on Health System Strengthening, working in Ethiopia, South Africa, Sierra Leone and Zimbabwe with partners across three healthcare platforms: integrated primary health care, maternal care and surgical care.

By projecting a new internationalisation identity that places the development of culturally competent students and staff at its core, we are signalling our commitment to developing students, staff and alumni who contribute to building a better, fairer world around them. Embedding cultural competence into programme content and pedagogy, and adapting our systems and processes internally are part of the task of shifting our university toward this stated vision and mission.

Transformative Initiatives

Vision 2029 pointed to a number of transformative initiatives which grew out of King's Futures and represent some key elements of delivering on our strategy. These remain central to our mission now, although have evolved and developed over the last three years.

Broaden the Base of King's

King's Business School

King's Business School was formally established as the ninth faculty of King's in 2017, building on the social-science based experience and research of the former Department of Management. It has developed substantially in the three years since. It has added new degree programmes at undergraduate and postgraduate level, recruited 60 new academics including world-leaders in their field, and supported a large increase in student population, attracting a diverse and very talented student body. Teaching and research have extended into new fields including Finance, Accounting, Entrepreneurship, Innovation and Marketing. Four research centres have been established as beacons for engagement with business, policy-makers and working professionals. The Business School is spearheading innovation in education, with new applied modules and employability at the heart of the curriculum and has launched offerings in online programmes and executive education. The School is developing a small number of impactful partnerships with world-class institutions in various regions of the world, which will further develop the international outlook which is fundamental to our identity.

King's Engineering, Science and Technology

Vision 2029 commits King's to broadening the university's education and research base by investing in Engineering and the Natural Sciences. We launched the new Department of Engineering in August 2019, with an agenda for growth in Electronic Engineering alongside innovative new programmes in General Engineering. As it grows, the department will take full advantage of King's existing Engineering strengths as well as creating new links with Medicine and Psychiatry, Law, Business, Economics, and the Social Sciences. We are also consolidating and growing our existing science disciplines (Mathematics, Informatics, Physics and Chemistry). We are redeveloping the Quad at Strand Campus to provide our expanded science capacity with state-of-the-art spaces for teaching and research. The Quad redevelopment, to which we have committed £25m, will provide space for over 850 students and around 80 staff by 2023. It will also bring benefits for all those who use the Strand Campus, with an improved outdoor space open to all. The redevelopment is due to complete in September 2021.

Biomedical engineering is an area of existing strength which we aim to develop further, extending research impact and translational application. Key to this aim is a 'MedTech Hub' at St Thomas' which will see our expertise and facilities in medical imaging, medical engineering and devices, and cardiovascular experimental medicine paired with medical technology companies to develop innovative approaches to healthcare delivery. The single-site hub will drive population, patient, academic and commercial benefits.

With our PLuS Alliance Partners, Arizona State University (ASU) and University of New South Wales (UNSW), we are launching a new university at Canada Water in South London. TEDI-London will be a design-led engineering school, offering flexible, project-based degrees which will empower students to become independent, socially aware, curious learners, with a global and future-focused outlook. Partners are each providing £7.0m to the venture over a six-year period. Initial intake to the new degree programmes is planned for September 2021.

International School for Government

The International School for Government (ISfG) is designed to upskill policymakers and civil servants from across the globe to meet the challenges of the future, creating leaders capable of delivering the services that citizens expect today. We believe in the need for a new model of how to govern, one that puts citizens and digital technology at the heart of the policy and political process. Alexander Downer, Australia's longest-serving Foreign Minister, took up the position of the School's Executive Chair in 2018. The ISfG team has now grown to eight people and a permanent Academic Director will join in February 2020.

The School is future-focused and demand-led, focusing on the most pressing policy problems. Currently oriented primarily towards offering continuing professional development to governments, civil services and NGOs, the School's clients include the FCO (funding Argentine and South African civil servants), Commonwealth Parliamentary Association and the Government and University of Gibraltar. A cornerstone contract to teach blended PG Certificate and PG Diploma programmes to 200 UK civil servants will be signed in early 2020. Ten online short modules have been developed to date, with a further eight in development. All modules are developed in partnership with King's Online, are politically neutral and genuinely international in outlook and content. The School will launch a two-year blended Executive Master's in International Government and Public Policy in 2021.

Academic-Industry Models for Healthcare

Vision 2029 sets an ambitious agenda for increasing our porosity to the healthcare industry through academic-industry partnerships. We plan to create an Innovation District, centred around our three health campuses, connecting the university, King's Health Partners (KHP) NHS Trusts, and industry (both SMEs and large companies) across South London. Each campus will serve as a "hub", envisioned as a cluster of academic research (from fundamental to translational), clinical delivery, industry (and related organisations), and educational activity. The co-location of industry on site will include embedded groups (or even large units) from companies, alongside incubator facilities for start-ups, spin-outs and SMEs, creating an ecosystem where small companies benefit from the expertise and support of large multinationals, and large companies benefit from the innovation and agility of SMEs.

A Medtech Hub forms one part of this vision, and has recently secured £16m from the UK Research Partnership Innovation Fund towards a new London Institute for Healthcare Engineering at St Thomas' Campus. Complementary to this are the Biomedical Hub at Guy's Campus and the The Brain [and Metabolic] Hub (Neuroscience & Mental Health) at Denmark Hill Campus. The collaborative ecosystem will be further stimulated by a new Innovation Fund, managed with King's Health Partners, which will aim to distribute £50m in raised funds to the most promising ideas arising from the King's Health Partners community and from the wider ecosystem.

Extend Reach, Expand Access and Deliver an Extraordinary Student Experience

Catalysing Entrepreneurship

The Entrepreneurship Institute promotes entrepreneurial thinking, skills and experiences amongst King's students, staff and alumni. The Institute's flagship programme is the King's 20Accelerator, which selects 20 ventures each year from a rigorous competition and accelerates them for a year. To date the Institute has supported more than 70 ventures which have collectively raised more than £14m in investment and who currently employ nearly 300 people. In 2017, the Entrepreneurship Institute launched the London Venture Crawl, taking 45 entrepreneurial students to explore the London ecosystem across 24 hours. In 2020 the Venture Crawl will involve 450 students from 17 universities and take place in London, Manchester and Birmingham.

Breaking Barriers to Accessing King's

King's is a sector leader in widening participation and addressing inequalities in education and university access. We are committed to ensuring that everyone with the ability and potential to study at King's can do so; we have ambitious targets and work with a range of partners in London and other parts of the UK towards this goal.

Over 1,500 students in Lambeth, Westminster and Southwark have now benefited from our King's Scholars programme for young people pre-16, boosting their attainment by working with them from Years 7-9. Our flagship post-16 initiative K+ has continued to grow, with year-on-year increase in students graduating from the programme in Year 13 and enrolling at King's. Through Widening Participation's work supporting vulnerable groups we have seen a significant increase in enrolments from those most underrepresented in higher education: care experienced, estranged and forced migrant students. King's Maths School has continued to deliver excellent results: 89 per cent of A-level results were A/A*, making it the second top performing school in the country. Innovative Online Education

King's Online now has nine managed programmes delivered in our partnership with Pearson; three blended programmes, delivered outside of the partnership; and further programmes being developed and marketed for launch. All programmes are now recruiting strongly and exceeding recruitment targets, with over 200 new students enrolled in September 2019.

#King'sLocal

Our staff, students and alumni work closely with local charities, schools and voluntary organisations and we know that these partnerships add value to research, education and to the communities around us.

In Vision 2029, we outlined our commitment to building and enhancing our relationships within our local boroughs. In response an extensive consultation with our local communities took place during 2017. Out of this we mapped local strategies against our own to identify four mutual priorities:

- Education & attainment: ensuring everyone can aim high and reach their full potential
- Business & enterprise: supporting the development of thriving local economies while creating opportunities for all
- Community resilience: strengthening communities and helping them develop solutions to the problems they face
- Health & wellbeing: improving the health and wellbeing of our communities through local partnership

These priorities are areas where King's brings distinct expertise, ensuring that we use our academic strength, research capability and service ethos to do even more to support and sustain our local communities.

The mapping exercise has led to the launch of #KingsLocal, which brings together existing local activities and provides a framework for faculties to build stronger relationships with local authorities in support of their priorities, to work side by side with local organisations and community leaders and to develop collaborative approaches to our shared challenges.

Sanctuary Programme

Formed in 2015 in response to the humanitarian crisis created by 60 million refugees fleeing from Syria and other conflict zones, the Sanctuary Programme applies King's knowledge and expertise to a diverse set of projects that are helping to improve the lives of refugees and migrants in the UK, Europe and the Middle East. Flagship projects include PADILEIA (the online curriculum formed to meet the educational needs of a mobile, and digitally literate refugee population in Jordan and Lebanon) and the Sanctuary Scholarships. To date, 492 refugee and disadvantaged Jordanian and Lebanese students have completed a King's College

London short course in English. While the course content was specifically designed around the study interests of communities in Jordan and Lebanon, they are open to all people in the region and beyond. There are currently 54,097 learners on the English courses worldwide. Sanctuary has recently been reaffirmed as an institutional priority. Work has begun in earnest to develop the emerging 10-year vision for Sanctuary, to realise the educational potential of forcibly displaced young people.

Enablers: Making our Strategic Vision Possible

People

Following an institution-wide staff survey in 2015, a Staff Experience internal hub was created to provide key information for staff on wellbeing, pay and benefits, career development, staff voice and the staff community. Substantial progress has been made in provision for staff wellbeing, including an Employee Assistance Programme and a Wellbeing Month in January for the last three years. Training opportunities have been extended, including leadership development for staff at different levels of the organisation and skills development through short courses and e-learning. Performance Development Reviews have been improved, standardised and linked to a King's competency framework, Our Principles in Action. Professional networks and career pathways are building a more coherent professional experience for professional services staff. We recently launched a new programme of activity to more effectively support our academic leaders, particularly focused on Heads of School and Heads of Department.

Casualisation continues to be a concern for us and for colleagues across the higher education sector. In 2019, we took steps to reduce our reliance on fixed term contracts by adopting a new policy which offers many of those on rolling short-term contracts a permanent position, and sets provisions for future use of short-term contracts, including the provision that non-externally-funded contracts should normally be of least two years duration. This is an important first step to addressing this issue. We continue the successful rollout of our Academic Employment Pathway, with a growing number staff now benefiting from the contracts.

In the governance sphere, we have made reforms to Academic Board to bring the King's community closer to decision-making. The reforms rearticulated Academic Board's responsibility for academic quality, education and research, and providing critical advice on strategic development; and reconstituted the Board's membership and governance pattern to allow it to exercise these responsibilities in the most effective way. We have also established a formal agreement with King's College London Student Union (KCLSU), articulating the two body's responsibilities vis-à-vis each other, shared principles, and agreed priorities for collaboration.

There is a continuing focus on embedding equality, diversity and inclusion in all we do. We have a number of important initiatives in this area. In 2019, we restructured our Equality, Diversity and Inclusion Function to drive forward our work. *It Stops Here* and *Dignity at King's* are our two flagship programmes to eliminate bullying, harassment, sexual misconduct and hate crime – focusing on our institutional policies, processes and training. These initiatives have received OfS funding and are seen as sector leading. Results include an anonymous reporting platform, strengthened formal policies, and enhanced training, including an innovative Virtual Reality Active Bystander project.

We continue to benchmark ourselves against other institutions – on Athena Swan, as well as our institutional bronze award, we hold a number of silver and bronze awards at faculty and department level, and this is driving positive change. We have developed and are implementing action plans for LGBTQ inclusion and disability inclusion, arising out of benchmarking schemes, including our first entry in the Stonewall Workplace Equality Index. We were disappointed that in 2019, our Bronze Race Equality Charter application was not successful, although we were commended for our work on halving the BME attainment gap at “good” degree level (1st and 2:1) since 2012. Work needs to continue on this issue, however, as the attainment gap grew again this year. We have reaffirmed our commitment to our race equality action plan and are working on the issues raised.

We are pleased to say that, for 2019, the overall gender pay gap has reduced further to 17.8%, dropping 1.2% from the 2018 figure of 19%. Nonetheless, 17.8% is still a significant figure, and the ethnicity pay gap of 13.2% – which although not required by the government, is important for us to consider as an institution – remains largely unchanged. Pay gaps are an indicator of the balance of representation of staff in roles at different levels across King's. It is important we seek to understand both the sources of the gaps and how

we can create the conditions to close them. The direction of travel is certainly positive, which is an endorsement of the steps we have been taking, but we cannot afford to be complacent.

Sustainability

Financial stability is essential if we are to achieve our ambitions. We are working to improve operating surpluses – ultimately to 6% of turnover – through further targeted growth, controlling expenditure and prioritising activities that improve our academic standing and financial performance first. At the same time we are working to ensure that we are getting the maximum return on existing investment into people and spaces. A wide portfolio of initiatives is in place or under development to progress this. The financial statements for 2018-19 showed an underlying operating result that was ahead of targets for the year, with strong performance across our faculties. We report a deficit for the year of £154.3m after charging £166.7m in respect of movements in the USS pension provision. This pension charge is based on the disputed 2017 valuation, being the recovery plan that was in place at 31 July 2019. We expect this provision to be significantly reversed next year because a new recovery plan, based on the 2018 valuation, has now been agreed.

In terms of environmental sustainability, good progress has been made on carbon reduction and by July 2019 a 41% reduction has been achieved compared to the 2005-6 baseline. A plan to achieve the net zero carbon by 2025 target is in development. Continuous improvement is taking place of our waste management and our recycling rate is now 65%. Over 400 staff and student Sustainability Champions are engaged and being supported by the Sustainability team.

Processes and Systems

We continue to focus on improving processes and systems. We are developing simpler, more standardised processes to support education, research and service, better information to support decision-making, and training to support our staff in overseeing continuous improvement. This approach to process improvement is common in other sectors but relatively new in higher education. Currently we are focusing on the Students & Education function where benefits are already being realised. Work will be shortly extended to other areas.

A number of major system implementations are in place or under-way, with £30m committed to upgrades and improvements, and working to use system changes as part of wider service transformation:

- The transformative Business intelligence (BI) Project, has merged earlier data sources from Students, Estates, Timetabling, Research and Human Resources into one Enterprise Data Warehouse (EDW). This data, now held in a single source, is easily accessible to staff through a catalogue of reports through the application PowerBI and supports planning and evidence-based decision making across King's.
- Our new finance system, KFin, went live in August 2018. It has delivered significant improvements in our ability to produce data for external reviews and audits, and we continue to improve its use for internal reporting and financial control. The system provides a strong and secure base to further improve our processes and the current financial year will see improvements in internal reporting and processing payments.
- We are transforming our Human Resources capacity through automating business processes and making available rich, real-time people and organisation data to enable King's to make smart business decisions. Our HR function has already transitioned to a new operating model, introducing People Partners as strategic business partners, rolled out a new HR Digital Services platform across the university and moved to online pay. In the first half of 2020 will see online forms for contract changes and online recruitment launched on the HR Digital Services platform; with internal mobility, leave management, time recording and talent functionality currently being designed for release later in 2020 and 2021.

- We are in the process of installing Worktribe for research management, which is already used by several peer institutions. The system will allow Faculties and researchers to have greater control and oversight over applications and awards, and will significantly streamline the awards management process. The first phase of the full system will deploy in Spring 2020, with the whole system scheduled to be in use by the end of 2020.

Space and Facilities

Working in a challenging environment, with a historic estate that continues to require significant capital & revenue investment, we continue to make every effort possible to provide new innovative spaces and services to meet the growing demands of our King's community of students and staff.

The last three years have seen substantial changes across the King's estate, particularly on the Strand Campus, where the Bush House complex has transformed the nature of the campus. The planned pedestrianisation of Aldwych will create an outstanding integrated campus which runs from Kingsway to the River Thames. The Macadam Building on Surrey Street has been refurbished to create new high-quality teaching space.

Over the last year, we have:

- successfully completed the insourcing of 400 cleaning and security staff.
- started major works for the Quad Engineering, which is on track for 2021 opening.
- developed the final Business Case for London Institute of Healthcare Engineering due early 2020 for full approval.
- agreed the high-level approach to accommodating future planned growth, to enable the development a draft Estate Strategy to accommodate the aspirations of Vision 2029.

Through the published Estates Philosophy framework we are working to achieve an environment that ensures that staff and students and their experience at King's is at the heart of every decision we make, with a commitment to provide a safe, sustainable and inclusive environment.

Conclusions and Looking Forward

What will King's look like in 2029? We are making good progress against the most important and transformational elements of our Vision. Perhaps the most significant of these is our work to transform the student experience. We are near completion of the first stage of transforming our curriculum – a major portfolio simplification programme, which will create the capacity for us to then move on to the next phase – a radical rethinking of the curriculum, with a focus on interdisciplinarity, research-enhanced teaching, internationalisation, service learning and employability.

This is a very significant change for King's, and one which will span several years to come, but progress to date has been very encouraging. A key part of our educational philosophy moving forward is to ensure all students have exposure to curricula and to pedagogy which respect individuals from all traditions and backgrounds while maintaining the most rigorous academic discipline. The aim is to educate students who are well-versed in their disciplines and have a global outlook.

We will also be a larger and more broadly-based institution in 2029. We will by then be an institution with a significant presence in engineering and technology – with specialisms both in general engineering and medical technology. We will have a flagship home for general engineering in the refurbished Quad building, which will also create a high-quality space for the wider benefit of students and staff on the Strand Campus.

This breadth will be supported by new partnerships, both UK and international, and alongside our partnerships with KHP, creating a “bench to bedside” approach which deepens the quality and reach of our research. Our service agenda will continue to differentiate us from similar institutions and underpin our ethos and values.

Of particular importance to us is increasing our international footprint. We will be increasingly recognised (as John Hopkins is today) as an institution with an openness to support developing universities everywhere in terms of their curricula, pedagogy and academic quality control. Our new projects in China are an exemplar of what we can achieve in this area. These projects have academic as well as financial benefits. Through our international partnerships and notably the PLuS Alliance partnership we will establish a broader base in educational activity than we currently have, notably with further education of our education businesses with more students benefitting than we can accommodate on our London campuses. The opportunities to engage to the fullest extent in the newest thinking about how teaching is developing combining the best of the new and the best of the old are likely to find full form through alliances such as PLuS Alliance and can then be incorporated as appropriate into our on-campus experience. We have the opportunity to be the leading university in the United Kingdom in this space.

There are two areas of activity, which need particular focus over the coming years, and which represent particular challenges for us.

The first is our need to make further progress on Diversity and Inclusion. This is an agenda to which the King's community is very deeply committed. We cannot be seen to be making the world a better place if we do not change our own practices and the ways we work, to ensure that we mobilise the full capacity of our community. We have not always lived up to our aspirations in this regard. We particularly need to do much better in employment of senior BME staff in both professional and academic roles, and on gender equality. We have done a great deal of work to address gender imbalances, but the gender pay gap of 17.8% is unacceptably high.

The second major challenge is around financial sustainability. Whilst universities in many ways avoided the harshest aspects of austerity, we do face a number of headwinds. With home undergraduate student fees fixed, and inflation running high this year due to additional pension costs, we cannot stay still. There are risks around the impact of Brexit on both students and on research funding. It is also not yet clear what the new government's approach to university funding will be.

The key pillars of financial sustainability going ahead are now well embedded in the King's story. The first was our pivot to high fee students which is now largely completed but will see some further enrolments in areas of great demand including business and engineering. This has already led to a marked increase in university income in recent years and importantly in increased teaching income per academic. There is room for further improvement here but not great.

Secondly, we are improving our productivity. This is both an effect of measures now significantly implemented to improve our overall curriculum, and of measures well underway to improve the efficiency and the quality of output of our Professional Services. This combination of increased productivity in a setting of a growing educational business in income terms will provide the basis for secure margins.

However, it is unlikely that that will be enough going ahead and there will be a need to continue to deliver third stream activities which have begun in recent years. We are now starting to see the benefits of that in terms of curricular development and support for overseas institutions notably in China and the Middle East. There are further opportunities to increase our financial return from commercialisation of intellectual property developed through the University. Many new margin generating vehicles will be in partnerships notably PLuS Alliance.

So the mainstay of the financial stability at King's will be a combination of activities: increasing income per student and overall income, improving efficiency and increasing productivity across the board and continuing to develop viable third stream incomes, including online education.

Of great ongoing importance are our philanthropic efforts. We have a need for ongoing major investment in new projects all the time to maintain and improve our position as one of the world's greatest universities. Whilst the measures set out in the previous paragraph will give us financial sustainability and security, they will not be enough to cover all the new things we need to do. In this context, our philanthropy efforts are critical. We are currently mapping out ambitions for a new fundraising campaign following the successful close of World questions|King's answers, which raised over £600m to help tackle some of the world's biggest questions. The global, award-winning campaign enabled King's to achieve ground-breaking milestones in neuroscience and mental health, cancer, child health, society and international relations. It is our ambition that our next campaign will be even more successful than the last, in order to make a real and positive difference to the world we live in.

This brief document is a summary of a great deal of work done by many people and encompasses some forward thinking. It is set out as I get towards the last year of my time as university President to provide at least a framework about where King's is and what might be achieved. Undoubtedly much will come over the next period of university development that is not encompassed in this document, but I believe the general direction set out to be robust and reliable.

Professor Edward Byrne

President & Principal

January 2020



Vision 2029 Collective Delivery Plan

1. Introduction and context

King's academic mission is set out in Vision 2029: to make the world a better place. We do this through our high-quality research, education and service – in London and throughout the world.

Delivering Vision 2029 is not only how we are delivering that mission, it is also at the centre of the university's future sustainability. It is our core business; delivering Vision 2029 is commensurate with our day to day activities as academics, students and professional services staff.

This plan seeks to:

- I. Reaffirm Vision 2029 as core business
- II. Set out key objectives to ensure each element within Vision 2029 delivers quality and supports the university's sustainability
- III. Set out key objectives for the next 18-24 months – integrated priorities across the five Vision themes that will address any perception that the Vision themes are disparate and disconnected.

Part 2 sets out where we are on the work plans to deliver quality and sustainability through Education, Research, Service, London and Internationalisation.

Part 3 articulates a set of five exemplars that demonstrate the interdependence and integration of the five priorities in achieving success.

Part 4 summarises key enabling plans that underpin the priorities set out here.

2. Quality and sustainability delivered through Vision 2029

The strategic plans for each Vision theme are designed to contribute to the university's sustainability whilst delivering Vision, upholding academic quality and enhancing King's reputation.

I. Education

Vision 2029 sets out a road map for transforming education at King's. We aim to ensure that education is valued and rewarded equally with research, and to ensure that all staff are well equipped to deliver the highest quality education, support and experience for our students. Students are at the heart of King's and our ambitions for education. We aim to produce highly employable, strong and capable graduates, informed by a curriculum delivered in the heart of London, enhanced by research, service and international perspectives. We are committed to ensuring that all students, regardless of background, are able to participate fully, to learn and fulfil their potential. We'll do this by removing any barriers that prevent students from learning and belonging and respecting the diversity of our students and staff. To deliver an exceptional and sustainable student experience, we are re-envisioning our activities and curriculum.

Over the next 18-24 months, we will:

- Complete a large scale, comprehensive review of our current programmes and modules (Portfolio Simplification) so that we can create a sustainable, exciting Curriculum 2029 for our staff and students

- Change our business processes, systems, and how data is stored and used, and improve how our staff work together
- Invest in digital technologies and our physical spaces, to support our staff to teach in innovative ways, and our students to learn on and off campus and online
- Support and enhance the mental and physical wellbeing of our students, through investing in our personal tutors and a new Student Mental Health Strategic Plan.

II. Research

Research and Knowledge Exchange are important contributors to King's position on the national and international stage. We aim to deliver high-quality, high-impact research, where excellence in our core disciplines is developed alongside new multi- and inter-disciplinary research opportunities. We aim for this research to deliver impact through a variety of knowledge exchange activities. To achieve this, we are undertaking a range of activities to both support King's academic staff directly and to enhance the services that enable the research and knowledge exchange effort.

Over the next 18-24 months we will:

- Strengthen support for our postgraduate research student community by increasing our dedicated careers consultant capacity and refocusing our internal funding to position us even more effectively for future UKRI funding proposals
- Develop and deliver a range of training schemes to support research and academic staff to become research leaders
- Develop core research infrastructure and pump prime inter-disciplinary research and research impact
- Undertake an in-depth review and change of our business process and systems, improving research support across the pipeline from idea generation through to post-award management.
- Review and invest in our knowledge exchange support services and activities, not only around IP and commercialisation but also our contributions to local communities and to Civil Society.
- Define, monitor and report on Key Performance Indicators for all aspects of our research and knowledge exchange strategies and our business operations to appropriately identify best practice and areas that require attention.
- Coordinate the REF 2021 submission to Research England and ensure we are well positioned to account visibly, transparently and effectively in Knowledge Exchange activities.

III. Service

Service is enhancing King's reputation and differentiating us from other universities. Service enables King's to make a significant and innovative contribution to society, going beyond education and research.

King's came 5th in the world in the Times Higher Education (THE) University Impact Ranking, released in 2019. Using the UN SDGs as the measurement framework, this ranking recognises and celebrates the broader social and economic contribution of universities. This result has raised the profile of King's in the sector both in the UK and across the world. We are shortly going to be embarking on the 2020 submission.

We have a responsibility and ability to be a socially responsible university, creating mutual benefit for us and our many communities. This approach will not only enable us to be a sustainable institution but will position King's as the 'go to' place to tackle global challenges.

Over the next 18-24 months we will:

- Seek opportunities to contribute to Service thought leadership and enhance our position externally
- Design and roll out a Volunteering Service for staff and students and enhance the Service Time offering so that all staff can participate in service activity, regardless of their role

- Develop and implement service-led learning modules which will put ‘service to society’ into practice and enable students to support our local, national and international communities, enriching learning outside formal education
- Develop a 10-year vision and funding plan for the Sanctuary Programme
- Explore the opportunities for a deeper relationship with Cornwall, built out from the King’s Service Centre where King’s already has a presence. We will look at the potential opportunities across our academic mission of Education, Research and Service.

IV. London

King’s position at the heart of London creates unparalleled opportunities for staff and students to draw on the capital and to work in partnerships across education and research that serve London and help to ensure the success and wellbeing of the city and its communities.

Over the next 18-24 months, we will:

- Integrate London into the delivery of Curriculum 2029, maximising the potential of London as a living classroom
- Activate the King’s London Collective by convening a community of practice to identify, share and promote excellence in researching and teaching on London and in developing collaborative relationships with partners and communities in London
- Create and convene sandpits and roundtables for King’s academics with strategic partners in London, maximising the potential of London as a living laboratory, and ensuring that King’s research is informed by, and delivers benefits to, London
- Implement the #KingsLocal strategy and King’s Civic Challenge, ensuring that research partnerships, learning and development opportunities serve and support our hyper local communities
- Develop an approach to connect the local to the global in order to expand the reach and benefits of problem-solving, helping London address its challenges and opportunities while incorporating its many possibilities in education, research and service.

V. International

Global reach and influence are pre-requisites for King’s to realise its ambition to be an international community that serves the world. Strategic networks of institutional relationships connect our staff and students with world-leading collaborators, increasing research impact, diversifying sources of research funding, providing innovative and unique educational offerings, creating opportunities to expand perspectives and create global mindsets, and attracting a diverse pipeline of students and staff to King’s. Underpinning all of this is the ambition to contribute meaningfully to global problem-solving, taking account of the diversity of world views at King’s.

Over the next 18-24 months we will:

- Convene our staff and students across King’s around the shared values of cultural competency and global problem solving – through a King’s Cultural Competency Course; Students and Staff Internationalisation Networks; and Regional Networks co-chaired by academics and professional services staff
- Build a strategic network of global – academic and policy – institutions to contribute parts of their research, education and service agendas to the pursuit of select SGDs. We will facilitate a link between this global network and King’s London and Service partners/networks alongside REF-impact planners
- Develop King’s unique concept of global leadership to support students and early career staff to contribute to global problem solving.

3. Integrated priorities for 2020-22

The intention of Vision 2029 is that its five priorities are deeply integrated. The five exemplars below demonstrate this and represent university priorities. We ask that faculties and directorates focus on these in framing their annual plans.

I. Curriculum 2029

We're introducing a new approach to our curriculum, giving all our students the choice to learn from outside their main discipline, and to work with local communities to solve real-world problems, should they wish to do so. Our curriculum will continue to promote disciplinary excellence, be research-enhanced, inclusive and international. Our undergraduates will have greater flexibility, to learn beyond one discipline, and to learn through employment and travel. We're making sure that all assessment is appropriate and supported by high-quality, timely and valuable feedback. To facilitate the introduction of Curriculum 2029, alongside other initiatives within the Education Strategy, we are:

- Introducing a King's Flexible Curriculum Framework for undergraduate degrees, consisting of a new Programme Architecture (structure) and including how pathways are incorporated into programmes.
- Introducing new Service-Led and Interdisciplinary modules, as one means of introducing service and interdisciplinarity into the curriculum. Modules are being developed now through the Innovation Module Pilot and will launch to students from September 2020.

We ask that faculties and directorates work with us to

- Continue to facilitate, recognise and reward excellence in education
- Maintain an energetic focus on enhancing our NSS outcomes, reflecting improving levels of student satisfaction
- Maintain momentum in the final stages of portfolio simplification, and help in reiterating its rationale and importance to all staff and students
- Engage actively with planning for Curriculum 2029, especially in defining its academic content and participating in operational planning processes
- Engage actively in current development and future planning of online and blended provision.

II. Research Impact

The Vision 2029 promise to make the world a better place is a core principle and is woven through all our world-class research activities. Our Research Engagement team ensure that research proposals have clear pathways to impact, and the Impact Lead team employ state-of-the-art systems and tools to identify and evidence impact and develop strong impact case studies for REF2021 and beyond. Cross-university institutes focused on commercialisation, policy and culture support the delivery of impact from our research and provide pump-priming funding to help move research towards impact. We work with partners both in industry and the public sector to deliver, sustain and maximise our research impact and invest in core infrastructure like the Science Gallery to optimise engagement with our neighbours and community. Research at King's is making the world a better place, and this will be demonstrated in the forthcoming REF2021 impact submission.

We ask that faculties and directorates work with us to:

- Raise the level of impact literacy amongst all staff, encouraging King's staff and students to consider the long-term potential of their research, and facilitate its delivery
- Develop impact stories and celebrate the impact that King's has on society and on both local and international communities
- Ensure that staff are supported to deliver research impact and develop REF impact case studies, through workload allocation and appropriate resources

- Support and enhance our partnerships with industry and other stakeholders, to maximise the impact of our research as well as ensure that our activity is informed by the wider community.

III. Global Leadership

The capacity of King's People to serve the world is demonstrated through the qualities of our approach to global leadership. In fact, King's own ambitions to make the world a better place compels us to adopt a view on global leadership. The leadership-building initiatives across King's offer building blocks for developing a global leadership agenda that will help the College contribute meaningfully and visibly toward global problem solving. The Principal's Global Leadership Award (for UG and PGT) for all faculties is now well established; and the Civic Leadership Academy for undergraduate students, the Future Global Leaders for postgraduate students (PGT and PGR) and Service Leadership are well underway and will serve to ensure that the best minds with a clear sense of mission and world changing ideas come to King's and are helped to develop these ideas.

We ask that faculties and directorates work with us to:

- Connect leadership-building programmes across King's to develop a university-wide view of Global Leadership and an approach to problem-solving at home and abroad
- Facilitate faculty engagement with the project/ research ideas and innovations emerging from student experiences on Leadership programmes such as Principal's Global Leadership Award (UG and PGT), Future Global Leaders' Programme (PGT), Civic Leadership Academy and Service Leadership
- Promote faculty contribution to Future Global Leaders Programme through participation in selection process and scholarship programme
- Promote and support King's Civic Challenge providing opportunities for students, staff and communities to co-create solutions to both local and global challenges.

IV. #KingsLocal

Our staff, students and alumni already work closely with local charities, schools and voluntary organisations and we know that these partnerships add value to research, education and to the communities around us. With our home boroughs of Lambeth, Southwark and Westminster, we've identified four areas where we can do even more to serve, support and sustain our local communities:

- Education & attainment: ensuring everyone can aim high and reach their full potential
- Business & enterprise: supporting the development of thriving local economies while creating opportunities for all
- Community resilience: strengthening communities and helping them develop solutions to the problems they face
- Health & wellbeing: improving the health and wellbeing of our communities through local partnership.

We ask that faculties and directorates work with us to:

- Promote and embed King's Civic Challenge providing opportunities for students, staff and local communities to make a lasting difference by teaming up to co-create imaginative solutions to local challenges
- Extend the reach of Board Bank by connecting King's staff and students with local charities and organisations that are looking to recruit new trustees
- With local authorities, businesses and charities extend the reach of existing co-curricular learning opportunities creating new programmes in partnership
- Connect with local authorities, agencies and communities to generate and share new knowledge.

V. Sanctuary

Formed in 2015 in response to the humanitarian crisis created by 60 million refugees fleeing from Syria and other conflict zones, Sanctuary applies King's knowledge and expertise to a diverse set of projects that are helping to improve the lives of refugees and migrants in the UK, Europe, Lebanon and Jordan. Flagship examples include PADILEIA (the online curriculum formed to meet the educational needs of a mobile, and digitally literate refugee population in Jordan and Lebanon) and the Sanctuary Scholarships. To date, 492 refugee and disadvantaged Jordanian and Lebanese students have completed a King's College London short course in English. While the course content was specifically designed around the study interests of communities in Jordan and Lebanon, they are open to all people in the region and beyond. There are currently 54,097 learners on the English courses worldwide. Sanctuary was recently reaffirmed by RERC as an institutional priority. Work has begun in earnest to develop the emerging 10-year vision for Sanctuary, 'to realise the educational potential of forcibly displaced young people'.

We ask that faculties and directorates work with us to:

- Support existing projects such as online course development and providing support and mentorship to students
- Articulate a 10-year vision and identify areas where King's can make a meaningful and unique contribution, working closely with our partners and communities.

4. **Enabling Foundations**

Delivery of Vision 2029 depends on a series of enabling foundations. These foundations – as set out in *King's Strategic Vision 2029* – include people, processes, systems, space and facilities and sustainability (financial and environmental). These enabling foundations are developed and strengthened by means of a portfolio of projects and programmes, highlights of which are provided below.

Empowering and building capability across the workforce remains a priority, and King's will continue to build on our High-Performance Culture (HPC) Programme which has established wide-reaching leadership effectiveness training programmes, alongside toolkits to support PDR conversations. The most recent HPC initiative, Enabling Heads of Schools and Departments, is supported by Professional Strengthening initiatives including a shift in HR and Finance service delivery and the realisation of benefits from major investments in IT in both of these areas.

The enormous effort to simplify and standardise processes to support education, research and service will also continue, alongside targeted investments in systems that enable continuous improvement of processes, facilitate step changes in education delivery for our students and research informatics, and ensure we have the data to underpin effective and transparent decision making. These include the roll out of cloud-based research management platform WorkTribe, and PACT (Programme Administration and Change Transformation), a comprehensive programme of work to improve how education and student services are delivered through the Education & Students Function at King's.

Complementary investment in digital technologies and our physical spaces will support our students and staff to teach and learn on and off campus, or completely online, while continuous improvement to increase efficiencies and diversify new income generation, smart procurement and reducing our carbon footprint will contribute to King's financial and environmental sustainability.

King's College Council	
Meeting date	30 January 2019
Paper reference	20-01-30-06.3
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for s.43, commercial interests; or s.40, personal data



Access Agreement 2018/19 monitoring report

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

This paper summarises King's College London's monitoring return to the Office for Students on the 2018/19 Access Agreement. It is to provide information to Council on the OfS requirements for reporting on work to address equality of opportunity across the student lifecycle. The monitoring return covers the performance on widening participation and retention targets, alongside level of investment against commitments.

This paper also notes changes to reporting requirements in the new regulatory landscape and the increased OfS expectations placed on institutional governing bodies. The OfS expects governing bodies to receive more regular and substantive reports and to engage in discussion on all aspects of regulation. Access and participation is the first condition of being on the OfS register and the only area where the OfS expects to see progress above a baseline. As such, there is greater emphasis on governing bodies being informed and engaged in this process.

The paper refers to the 2018/19 Access Agreement, current Access and Participation Plan (2019/20) and newly approved five-year Access and Participation Plan that will cover 2020/21-2024/25.

It is a legal requirement for King's to publish its Access Agreements and Access and Participation plans in advance of each cycle once approved by the OfS. These can be viewed here: <https://www.kcl.ac.uk/study/widening-participation/ofs>

Access Agreement 2018/19 monitoring report

The Access Agreement monitoring return for 2018/19 is part of our annual OfS (formerly OFFA) commitments. We report on actual expenditure compared to the forecast commitments in our Access Agreement for that year in four areas:

- Access (widening participation)
- Student Success (retention/attainment)
- Progression (employment outcomes)
- Financial support (bursaries and hardship funds)

The What Works team within our Widening Participation unit (KCLWP) provides evaluation and impact assessment across all these areas, especially Access and Student Success activity and bursary impact.

A series of inputs are required for reporting:

1. Student numbers (Home/EU Undergraduate students charged up the maximum of £9,250 in fees) and total higher fee income (HFI) against forecast, alongside the percentage proportion of this HFI allocated to access, success, progression and financial support.
2. Actual expenditure against each of the four areas.
3. Performance against targets.

Targets

The targets for the 2018/19 Access Agreement were set in 2012/13 and run until 2019/20. They will then be replaced by five-year targets as part of the new OfS approach to *Access and Participation Plans* (APPs), covering 2020/21-2024/25.

Due to this change, the reporting requirements for 2018/19 have changed in that we do not provide performance against targets to the OfS in the monitoring return. However, the OfS has indicated that it would still expect us to collate and review these targets for internal governance, assurance and decision-making purposes. It may also ask about performance against targets in requests for further information following submission of our return, particularly if, for example, there is a significant underspend. We also build the targets into our annual and long-range reporting to Council and SMT. Therefore, we will continue to report on targets as part of this work for internal purposes until our new targets come into effect from the start of the 2020/21 cycle.

The targets for Access and Student Success are categorised as follows:

Access

1. State School (Young, Full Time, first degree): Proportion of state school entrants
2. Proportion of all UK FT first degree entrants from minority ethnic groups
3. Number of UK FT first degree entrants from K+ target schools/colleges
4. Proportion of UK FT first degree entrants from ACORN categories 4 & 5 (postcode measure)
5. Proportion of UK FT first degree entrants from POLAR Quintile 1 (postcode measure)
6. Proportion of students starting the Realising Opportunities programme progressing to a research-intensive HEI (progression from King's Widening Participation Programmes)
7. Progression of Realising Opportunities participants to an RO partner HEI (progression from King's Widening Participation Programmes)

Student Success

8. Proportion of all UK FT first degree entrants continuing from Year 1 (continuing or qualifying at King's)

Summary of expenditure

Table 1: Actual expenditure compared to forecast

	Forecast commitment*	
	Amount £000	% of HFI
Access	2,275	5.7
Success	1,120	2.7
Progression	303	0.8
Financial support	7,390	19.9
Total expenditure	11,619	29.2
Total HFI	39,757	100

*Expenditure commitment expressed as a % of HFI. This was the forecast HFI based on a student numbers forecast at June 2017 as part of the original submission. For the monitoring, the updated intake figures will be used, with expenditure reported as a percentage of this actual figure, which will then be compared to the forecast. This will form part of the completed return signed off at SMT.

Expenditure is reported as percentage proportion of fee income and in cash terms. As spending requirement is predicated on a fee forecast, absolute figures are subject to some variation. Expenditure is made up of direct costs allocated to specific work and 'derived' costs. The latter refers to instances in which the College delivers work from overarching mainstream budgets where a portion can be identified as meeting Access Agreement priorities. Where expenditure cannot be disaggregated or easily separated to cover students who are 'countable' for Access Agreement purposes (from disadvantaged or underrepresented backgrounds), a formula is used to derive a portion of costs. This is money that would be spent anyway.

Future state

As indicated above, the OfS is implementing a new approach to Access and Participation Plans, with new five-year plans approved for the period 2020/21-2024/25. They have indicated that we will not need to provide a new plan every year but will instead complete an annual monitoring exercise and action plan. This will initially be light touch and based on risk (of not meeting targets or where risk of underspend or poor management are identified).

The new Director of Fair Access is the only executive role on the OfS Board alongside the Chief Executive. The Director has signalled the intention to make greater use of regulatory levers in response to risk. Risk is chiefly defined here as HEIs failing to meet their commitments or to provide credible plans.

We expect the OfS to focus less on stipulating a minimum cash amount that they expect institutions to allocate, and more on what is achieved with money allocated to meet commitments, primarily reflecting the targets they set for the sector nationally. Previously we had to make spend commitments in the areas of Access, Success, Progression and Financial Support and report back on these (as with the current return). In the new five-year APPs we are only required to set specific expenditure for Access, Financial Support and a new area of Evaluation. However, we intend to preserve previous Success and Progression expenditure levels at least for an initial period to ensure that we continue to deliver work to meet our targets.

From 2019/20 onwards, annual monitoring of expenditure will be done via the institutional financial returns and covered by the external auditor's opinion. Our financial processes in this area are robust so we are confident that we will be able to respond effectively to this new approach. The OfS has indicated it will select a series of HEIs for a mandatory sampling of monitoring governance in the coming year.

As part of the new APP arrangements, a greater emphasis is placed on engaging the governing body in regular monitoring and discussion on work to widen participation, along with more extensive student engagement in decision-making, planning and review. Arrangements are being designed and put in place to respond to these increased expectations. The Vice-President & Vice-Principal (Education) and Associate Director of Widening Participation will lead on ensuring the effectiveness of our governance mechanisms and institutionalising regular senior level dialogue and accountability.

We see this new approach as an opportunity for King's to underline its commitment to widening participation as a core pillar of our institutional mission and a central commitment in the King's Education Strategy 2017-2022, building on our success so far in improving access, success/progression and student support.

This item has been redacted

King's College Council	
Meeting date	30 January 2020
Paper reference	KCC-20-01-30-06.6
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for s.43, commercial interests; or s.40, personal data



Modern Slavery Act 2019 Annual Transparency Statement

Action required

- ☒ For approval
- ☐ For discussion
- ☐ To note

Motion: That the Council approve the Modern Slavery Act Transparency Statement 2018-2019

Executive summary

In compliance with the provision of Section 54 of the Modern Slavery Act 2015, King's produces a statement each year of its efforts to combat slavery and human trafficking within its business and supply chains within six months of the end of its financial year.

The statement is presented here for approval by the Council by the Chair in accordance with Clause 10 of the Statutes for posting on the university's web page.

Modern Slavery Act 2019 Annual Transparency Statement

This statement is produced under the university's obligation to publish an annual 'Modern Slavery Act Transparency Statement' in accordance with the provisions of Section 54 of the Modern Slavery Act 2015.

King's College London has the stated corporate strategic Vision 'to make the world a better place'. As such, the university is committed to ensuring that mechanisms are in place to prevent business being undertaken with an organisation that has not adopted appropriate steps to ensure that human rights abuses are not taking place in any of its supply chains. Accordingly, all potential suppliers to the Institution are required to provide written assurance of their compliance with the provisions of the Modern Slavery Act 2015 and other social legislation. King's terms and conditions of contract make it a requirement on those it does business with to provide assurance that workers in their organisation and in their supply chain are not subject to inhumane practices and that their welfare is properly protected.

The university comprises ten Professional Services Directorates and nine Faculties, these total upwards of 327 Departments¹, and there are numerous research groups within each faculty. As the Institution operates on a system of devolved budgets, control over the day-to-day spend of these groups is delegated through line management in accordance with the university's Financial Regulations and Procedures and Purchasing Policy. In academic year 2018-19, the contractual expenditure of the university on goods, works and services was approx. £185M with around 6000 different suppliers. The nature of this expenditure falls predominantly within the following categories:

- Estates and Facilities - Capital Projects, Minor Works and Utilities
- Premises Services - Catering, Guarding and Cleaning Services
- ICT Equipment and Services - Computing, Communications and Audio Visual
- Laboratory Supplies - Research and Scientific Equipment and Consumables
- Library Provisions - Books, e-journals and subscriptions
- Professional Resources – Consultancy, Recruitment and Legal Services
- Corporate Business Services - Travel and Accommodation
- Office Supplies - Stationery, Printing, Postage and Furniture

The university takes a proportionate approach to procurement which allows for low value spend to be procured locally but requires that the Procurement Office is consulted for expenditure above £25k in accordance with the terms of grant giving bodies and above £50k for non-grant funded spend. Quotes can be taken for expenditure up to £50k and over this a formal process is required.

The university is vigilant in all areas of activity that may be open to the risk of slavery, trafficking and human rights abuses generally taking place but it enhances the questions asked in the selection and evaluation stages of procurements where risks are highest such as when purchasing garments, electronics and medical equipment.

During the past year a new finance system has been implemented which has improved the university's ability to oversee its supply chain. All new suppliers are required to confirm compliance with provisions of the Modern Slavery Act and terms and conditions of contract specify the standards we require from

contractors as regards the welfare of their staff and those in their supply chain. The university has implemented a Socially Responsible Procurement Policy which, will better ensure that social benefits are gained and risks of damage to society are reduced when procuring third party contracts. A transformation programme for procurement is under way to improve the way the university purchases goods and services. This will result in better controls of how the university procures and training for staff involved with the purchasing of goods and services to ensure we achieve better value for money and social benefits through the process. The university is implementing a supplier assurance tool which will allow on-going audits of our supply chain's adherence to our modern slavery and other policies.

[Signed]

Lord Geidt
Chair of King's College Council

Date

This item has been redacted

Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Update on REF Preparations	11 December 2020	No	Discuss
2. Portfolio Simplification	11 December 2020	Yes	Note
3. Environmentally Sustainable Travel	11 December 2020	Yes	Note
4. Sharing Accountability	11 December 2020	Yes	Note
5. SUSTech Project	11 December 2020	No	Note

For discussion

1. Update on Preparations for the Research Excellence Framework (REF)

The Code of Practice has been approved by Research England and is now available online on the REF Hub. Preparations for the REF 2021 submission are progressing with the Vice President & Vice-Principal (Research) holding meetings with all the Unit of Assessment leads to discuss individual submissions and is expected to feed back to the College Research Committee in early 2020. The first round of the process to identify research-only staff eligible for submission is almost complete, and two further rounds were planned in January and July 2020.

2000 staff will be entered and over 4000 submissions from 130 academic subjects which will be a significant increase on the submission in the last exercise. Very few colleagues had less than one three-star output and significant progress had been made in terms of impact.

There is a need for additional professional services support and some of the environmental impact studies will be further improved.

For note

2. Portfolio Simplification

Academic Board approved, by a majority show of hands with three votes against, the recommendations made by the Curriculum Commission on submissions from seven faculties for programmes and modules to be discontinued, re-configured and retained: Arts & Humanities; Dentistry, Oral & Craniofacial Sciences; The Dickson Poon School of Law; Life Sciences & Medicine; Natural & Mathematical Sciences; Nursing, Midwifery & Palliative Care; and Social Science & Public Policy.

The proposals were the result of a full review at each faculty and submitted to the Commission for approval. The Curriculum Commission was fully satisfied with the process followed by faculties in

generating the recommendations, and all due diligence had been exercised both in reviewing faculties' proposals and in generating this set of recommendations for Academic Board to review.

A fourth tranche of proposals would be brought to Academic Board in February and College Education Committee would consider the way in which the curriculum would be managed after the work of the Commission was completed in order that the benefits of the process were realised.

Academic Board members raised the following key points in discussion:

- Some staff were experiencing significant levels of anxiety and concern around the process in relation to its broader educational and economic aims. This point was acknowledged, the process explained, and members were thanked for their input in questioning. It was also noted that Academic Board had considered these matters before approving the process last academic year.
- Some staff in Arts and Humanities had a perception of lack of transparency in the process. In response it was noted that the proposals had been subject to extensive discussion within the Faculty between individual departments and education leads and that these had been as inclusive as possible, but acknowledged that there had been anxiety when conversations had been held without all Heads of Departments (HoD) present. It was also noted that some of the 71 programmes being discontinued were the result of significant reconfiguration of programming in some departments.
- A member expressed surprise at the discontinuation of a relatively new programme in Chemistry. It was reported that this decision had been taken having considered the realistic prospects for further development, analysis of uptake and questions of pipeline and whether there is prospect of growth.

3. Environmentally Sustainable Travel

Academic Board was invited to advise on how best to incorporate sustainability objectives into King's Travel Policy. The Board was invited to consider the impact on academic recognition associated with changes in participation in activities such as international conferences. The suggestion was to seek to reduce travel, to favour environmentally improved methods of travel and alternative routes for participation, such as virtual attendance.

Some Departments had begun work in the area and Dr Simon Sleight spoke to the paper he had produced with Dr Toby Green, "Historians and Sustainability: a Working Paper" which had been endorsed by the Royal Historical Society and began with the provocation – does anyone think we should do nothing? He suggested that the approach should not be solely top-down but should include individuals considering their carbon footprint and should be considered in the different scales: individual; departmental, institutional and discipline-wide. Sustainability could be considered as a flexible and encompassing term and use could be made of the new videoconferencing suite being built at King's. International visits might be scheduled for longer, more immersive visits rather than flying in and flying out. Note should be taken that email has a huge carbon footprint because of the server systems and account taken of colleagues whose careers are heavily focused on international travel, or who attend meetings for organisations that are not open to virtual attendance.

The Board held a workshop-style discussion on tables to explore the issues and provided the feedback which would inform the developing draft policy. The following key points were reported at the end of the discussion:

- The proposal that alternative travel options be mandated as a university requirement, with air travel an option by exception only would be welcome and would assist with issues of diversity as well as sustainability.

- That different disciplines, topics, work-types and stages in an individual's academic career would require differing approaches to travel and that the mandate referred to above would require careful definition to take account of this.
- King's has a role to play in thought leadership and convening discussion in this area and should lead the field and be seen to do so.
- That King's could take a lead in virtual conferencing by hosting a virtual conference by way of example.

An update on the development of the policy would be given at the next meeting of Academic Board.

4. Sharing Accountability

Academic Board considered the shaping of an initiative in which King's was investing called "Sharing Accountability" which aimed to support academic leaders to be successful in their critical role in delivering future success as laid out in Vision 2029: excellence, impact and long-term financial sustainability.

The nature of the academic leadership role had evolved and the need for change to the support provided for this group had become clear through an engagement exercise with Heads of Departments (HoDs) through focus group and interviews undertaken over the summer 2019 which was outlined in the report received by Academic Board.

The intention of the Sharing Accountability initiative was to build the conditions to better enable academic leaders to share accountability for delivering success. The first steps included timely and accurate management information at appropriate levels, engagement of academic leaders, and training and development. The full initiative would take some time and would continue to be co-created with academic leaders at all levels. The Provosts had already acted on some of the recommendations, such as the induction for new HoDs in Arts & Sciences and a Health Faculties workshop for academic leaders held in August.

In discussion the following points were noted:

- That the co-creative approach with the academic leaders was critical and that sharing difficult decision-making would be critical for success in the current uncertain external environment.
- The document was written at a principled level and practical next steps would be drafted following the current consultation on the principles.
- A member who was a Head of Department welcomed the initiative but reported that the Heads of Department Forum had asked that the representation of Heads as "deliverers" of agendas be amended to "shapers" of agendas.

Clarity in the role was required to address the trepidation often reported by prospective heads which appeared not to be held by those in role who often found it to be rewarding.

5. SUSTech Project

Academic Board approved the joint quality assurance and academic regulatory framework with the Southern University of Science and Technology (SUSTech). This framework would enable delivery of the agreement to develop a Joint Education Institute (JEI) based around three joint programmes: an MBBS in Medicine; a BSc in Biomedical Sciences and a BEng in Biomedical Engineering. All three are to begin in September 2021.

The Dean of the Faculty of Life Sciences and Medicine reported that the initiative with SUSTech was beginning with the health faculties at King's but had potential to extend to encompass other faculties. SUSTech was a new university of high promise with international initiatives in education and research

and a joint education institute with three undergraduate programmes was being explored for development. A formal submission to the Ministry of Education in China was being prepared for submission in June/July in order to admit students in 2021. Graduates would receive a King's degree and a SUSTech degree and the proposal before Academic Board provided a framework for quality assurance.

In discussion the following points were raised:

- Ethical issues and the role of the General Medical Council (GMC) would need to be covered in the framework. It was reported that King's would insist on the UK ethical framework provisions being included in the agreement and that the university would be working with the GMC during the drafting.
- As the students would graduate with a King's degree, King's values must be implemented, and the programme developers would engage in dialogue with SUSTech to identify matters that require compromise and those where there is no room for compromise including diversity and inclusion.
- Travel sustainability issues would require consideration. It was noted that climate change was phenomenally important to health. The vision was for staff to stay for substantive periods of time at SUSTech rather than flying in for one or two lectures. Technological means of course delivery were also being developed.
- A member asked where the funding would come from and whether due diligence had been conducted. It was reported that the funding would be directly from the Chinese government. It was noted that this was not without concern as working with both the USA and China might not be possible in the future and that technology transfer would be difficult. It was critically important that King's develop an exit strategy if needed.
- A member asked whether the domestic and international GMC registration processes would be linked, and it was reported that they would, and that accreditation of the domestic King's programme would be affected by events in both locations.
- A member asked whether the clinical tuition would be delivered in English and whether there was any risk in that area. It was reported that SUSTech was an English language school and all teaching was delivered in English, but that language in clinical teaching was clearly an issue that would need to be closely watched.
- Any impact on King's students as a result of the secondment of staff to China would need to be mitigated and it was reported that the SUSTech programme would present an opportunity for staff who were interested to take part, but that the intention was to recruit new staff for the programme.

The Board requested that a comprehensive statement around the ethical issues of doing business with China be developed to be led by the VP (International) with assistance from Professor Kerry Brown of the Lau China Institute.

Professor Ed Byrne
Chair of the Academic Board
January 2020

King's College Council

Meeting date 30 January 2020

Paper reference KCC-20-01-30-08

Status Final

Access Members and Senior Executives

FOI release Subject to redaction

FOI exemption Redaction subject to s.43, commercial interests



KCLSU President's Report

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

The Council receives a report from the KCLSU President at each meeting.

KCLSU President and Officers Update for KCL College Council

Written by:

Shaswat Jain - SJ	President
Rhiannon Owen - RO	Vice President - Education (Health)
Nafiza Mamun - NM	Vice President Postgraduate
Gurbaaz Gill - GG	Vice President - Education (Arts & Science)
Nakul Patwa - NP	Vice President Activities and Development

Supported by: Amy Lambert (KCLSU Campaigns Coordinator)
Benjo Taylor (KCLSU Head of Community Development and Campaigns)
Denis Shukur (KCLSU CEO)
Tony Logan (KCLSU Director of Services)

Date: 17th Jan 2020

Executive Summary

At the 25th of September 2019 KCL College Council meeting, the KCLSU Sabbatical Officers presented their priorities to the members of the Council. This document provides an update on these priorities.

This paper articulates the development of these projects via two sections:

1. **Section 1 Relationship Agreement:** objectives undertaken by KCLSU and KCL and agreed by both the KCLSU Board of Trustees and KCL Senior Management Team (SMT). These objectives either stem from the officers' original objectives or were submitted by KCL SMT.
2. **Section 2 Officer Objectives:** objectives related to individual or groups of Sabbatical Officers. These objectives stem from officer manifestos and are created via a facilitated session led on by both the Campaigns Coordinator and Head of Community Development and Campaigns.

The progress of the projects in this update will be provided in two sections, as to demonstrate the state of the project and actions currently being taken, these sections are (i) Relationship Agreement and (ii) Officer Objectives.

Keys for understanding progress updates

The update on the projects will be made via a RAG rating system broken down via termly vs overall progress columns that can be interpreted using the below keys. Termly updates highlight the periodic progress, whereas the overall progress indicates the likelihood of the project being completed to scope.

Tracking Key – termly progress			Tracking Key – overall progress		
Red	Amber	Green	Red	Amber	Green
0 – 25% complete	26 – 75% complete	76 – 100% complete	Progress not likely – complication	Some progress, some areas need clarification	On track, no foreseeable problem

Section 1: Relationship Agreement Objectives

KCL and KCLSU signed a relationship agreement on the 28th Nov 2019, which included the below priorities Table 1.

Table 1: Relationship Agreement Objectives

Number	Change achieved as...	Theme	Officer	Objective	Updates	Termly Progress (Red/Amber/Green)			Overall Progress (Red/Amber/Green)
RA 1	KCL partnership	Increased mental health support	All	Increase awareness amongst the Kings community, cultural competency, scope and availability of mental health services and increase in community support for health students on placement as well as postgraduate students through implementation of the recent review of Counselling & Mental Health Services	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> Increased provision and accessibility of a defined range of wellbeing services; inclusive of pastoral support services, informal and student-led support and student self-knowledge, self-care and self-regulation. To hold each other to account for the implementation of the West Review of Counselling & Mental Health Services and to implement the Student Mental Health Strategy within agreed timeline. To ensure that appropriate services are available to all students as per the aforementioned strategies and reviews, and that all persons working in wellbeing and mental health receive comprehensive communication to ensure an awareness of all services available to refer students to. 	RED			AMBER

KCLSU President and Officers Update
Updated: Jan 2020

RA 2	KCL partnership	Improve support for students from KCL careers	All	Work with KCL Careers & Employability Service to improve visibility, broaden and increase services.	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> • Create more student opportunities for part-time, short-term jobs within the University and maximise King's talent bank as the mechanism for students to find more job opportunities. • Host a part-term jobs fair which will provide the opportunity to connect students with more term time, part time jobs outside of the University • Work with KCL Careers & Employability to support student staff at KCLSU to reflect on the key skills they develop whilst working at KCLSU • Seek to find ways to improve connectivity between KCLSU student groups and KCL careers. • Explore how KCLSU and KCL can support students with their career aspirations throughout their student life cycle/journey. 	AMBER			AMBER
RA 3	KCL partnership	Campaign to liberate curriculum	All	Work with the Liberate Our Education team to decolonise the curriculum.	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> • Commitment to develop the inclusive education strand of the education strategy in partnership with KCLSU. • Develop resources and share best practice of work going on across the University which works towards decolonizing the curriculum. 	RED			AMBER

RA 4	KCL partnership	Student Voice and Representation	All	Work with the Education & Student Function to oversee the implementation of the recommendations as listed in the audit finding report.	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> • Work together to implement the recommendations from the Rep Review • Consistent expectations of student representatives at every level within Kings. • Consistent and transparent (election) of student representatives. • Consistent training and support for student representatives. • Engaged student representatives. Clear vision developed for KCL and KCLSU with appropriate leadership and resources to support changes • Clear implementation plan and strategic oversight group for recommendations from the Student Representation Review, ensuring implementations are appropriate for postgraduate students. 	RED		AMBER
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Section 2: Officer Objectives

The below objectives in table 2 are the objectives that the current sabbatical officers were elected upon and created via a facilitated session.

Table 2: Officer Objectives 2019/20

Number	Change achieved as...	Theme	Officer	Objective	Updates	Termly Progress (Red/Amber/Green)			Overall Progress (Red/Amber/Green)
1	Campaigner	Increase in KCL and KCLSU wellbeing initiatives	Nakul, Nafiza	Work with KCLSU staff and KCL staff to identify wellbeing initiatives such as nap pods and develop a campaign around the importance of rest and sleep and looking after yourself.	Activities undertaken for term one as part of wellbeing week were successful. These events can be seen on the KCLSU website. Nap pods have also been placed in KCLSU spaces in Bush House.	A			G
2	Campaigner	Improve lecture capture	Furqan, Shaswat, Gurbaaz	Improve consistency, quality, accessibility and use of lecture capture.	Campaign page has been set up and due to start the process of mobilising support. Publicity of the campaign has been generated via attendance of rep meetings as well email communication with reps to understand breadth and depth of issues. We have spoken to deans, and James Toner and also Evelyn, and they express support for the campaign.	A			G
3	KCLSU staff member/student engagement	Develop the volunteering opportunities available for KCLSU members	Shaswat	Increase awareness and number of volunteering opportunities available through KCLSU	Working with KCL volunteering via a workshop with the intention to streamline a method for collaboration where a single digital platform could be created to advertise opportunities of volunteering to all students.	A			G

KCLSU President and Officers Update
Updated: Jan 2020

5	Campaigner	Campaign against attendance monitoring	Furqan	Develop the stop watching us campaign against attendance monitoring and prevent agenda	Waiting for project to commence.	R			A
6	KCLSU staff member/student engagement	E-Sports varsity	Furqan	Introduce an E-Sports version of varsity	Meeting with E-Sport society has taken place, wider consultation is planned to deliver the project.	A			A
7	Student engagement	Increase in PG engagement	Nafiza	Working with societies and KCLSU staff to create more activities and events for postgraduates	Various events have taken place across our different campuses. However, there is a need to understand the barriers to PG student engagement in KCLSU activities, with a view to increase their participation. One issue highlighted is the lack of awareness about KCLSU activities.	A			G
8	Campaigner	Campaign for Postgrad funding	Nafiza	Developing and continuing the fairer funding campaign for reduced fees and more flexibility in fee payments	Waiting to launch the survey as part of the KCL Go Fund Yourself Campaign.	A			A
9	Representative/Campaigner	Improve assessment and feedback	Gurbaaz	Working with Kings to provide better feedback, better resources and clearer guidance on marking	The campaign page is set up and the sabbatical officer is building relationships with student stakeholders to understand the depth and breadth of issue related to assessment and feedback. Meetings have been held with departments and deans to understand the tone. Campaign awaits launch.	A			A

10	Campaigner	Campaign to scrap marking cap	Gurbaaz	Work with existing campaigners to scrap the cap and have a fairer marking system	Paper Presented to ASSC, sabbatical officer co-chairing a working group looking at alternatives.	G			G
11	Campaigner/ KCL Partnership	Develop It stops here	Rhiannon	Tackle sexual harassment by reviewing reporting, making the consent matters course compulsory for students and create a sex and wellbeing module	The campaign will be changed over to 'KNOW' and will focus on domestic Violence. This will be jointly run with Queen Mary Students' Union (QMSU). Events are due to take place 26 th and 28 th Nov 2019.	A			A
12	Campaigner	Improving financial situation for health students	Rhiannon	Understanding the impact of loss of bursaries for NHS students and the particular financial hardship these students face	Waiting to launch the survey as part of the KCL Go Fund Yourself Campaign.	A			A
13	Student engagement	Increase intersociety events	Nakul	Work with KCLSU societies to create a calendar and plan of internationalise intersociety events to mark cultural events throughout the year	Work with One World project delivered by KCLSU as well as working with KCL's Internationalisation project.	G			G
14	Campaign	Campaign for increase in prayer rooms	Nakul	Work with KCL to create a prayer room for Hindu staff and students at Kings on at least one campus	A space has been identified and waiting to confirm opening date.	G			G
15	Campaign	Campaign for Slice the Price	Shaswat	Work on the slice the price campaign bringing in a third instalment for self-funded students	This will now fall under the fairer funding network called KCL Go Fund Yourself.	A			A
16	Campaign/Trustee	Sustainability	Gurbaaz	To review and explore KCL and KCLSU commitments to sustainability and divestment	Relationship has been developed with stakeholders across the board, a clear campaign strategy has been developed, and work is being done with King's sustainability	G			G

KCLSU President and Officers Update
Updated: Jan 2020