

King's College Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-02
Status	Final

Meeting of the King's College Council to be held on **12 July 2023 at 17:00, 8th Floor, Bush House**

Tea and Coffee will be available from 16:45. An end-of-year reception will follow the meeting.

Agenda

The meeting will begin with a 15-minute Community Story and discussion.

1	Welcome, apologies, declarations of interest and notices	KCC-23-07-12-01	Chair
2	Approval of agenda	KCC-23-07-12-02	Chair
3	Unanimous Consent Agenda , including:	KCC-23-07-12-03	Chair
	3.1 Minutes of the Previous Meeting (to approve)	KCC-23-07-12-03.1	
	3.2 Council Business Plan (to note)	KCC-23-07-12-03.2	
4	Matters Arising		Chair
	4.1 Actions Log (to note)	KCC-23-07-12-04.1	
5	Report of the Chair	Verbal	Chair
6	Report of the Audit Risk & Compliance Committee	KCC-23-07-12-06	Chair, ARCC
	6.1 Cyber Security – Strategic Discussion (to discuss)	KCC-23-07-12-06.1	SVP (Operations)/ Executive Director, IT Services
	6.2 External Audit Tender (to approve)	KCC-23-07-12-06.2	Chair, ARCC
	6.3 Annual Report of Fundraising Operations (to approve)	KCC-23-07-12-06.3	Chair, ARCC
	6.4 Annual Report of the Fundraising Ethical Review Group (to approve)	KCC-23-07-12-06.4	Chair, ARCC
	6.5 Carbon Management Plan (to note)		Chair, ARCC
	6.6 Board Assurance Framework (to note)		Chair, ARCC
<i>The remaining items in the ARCC Report are on the Unanimous Consent Agenda</i>			
7	Report of the President & Principal		
	Summary Report of Key Issues (to note)	KCC-23-07-12-07	President & Principal
8	Report of the KCLSU		
	8.1 Summary Report of Key Issues (to note)	To Follow	KCLSU President
	8.2 KCLSU/KCL Memorandum of Understanding (to approve)	KCC-23-07-12-08.2	KCLSU President/VP (Education & Student Success)/Exec Director, SED
	8.3 KCLSU/KCL Relationship Agreement Update (to note)	To follow	KCLSU President/Exec Director, SED
	8.4 KCLSU Spring Elections 2023, DRO Report (to note)	KCC-23-07-12-08.4	KCLSU President

9	Report of the Estates Strategy Committee	KCC-23-07-12-09	
9.1	Advanced Cell Therapies Project (to approve – see also item 10.1, FC Report)	KCC-23-07-12-09.1/ SVP (Health & Life Sciences)/CFO	
9.2	Bush House South West Wing – Strategic Outline Case (to approve)	KCC-23-07-12-09.2	SVP (Academic)/R. McIver
<i>The remainder of the ESC Report is on the Unanimous Consent Agenda.</i>			
10	Report of the Finance Committee	KCC-23-07-12-10	Chair, FC
10.1	Advance Cell Therapies Project (to approve – see also item 9.1, ESC Report)	KCC-23-07-12-10.1	J. Coles/CFO
10.2	Integrated Planning Process & 2023-24 Budget Setting (to approve)	KCC-23-07-12-10.2	Chair, FC/CFO
<i>The remainder of the Finance Committee Report is on the Unanimous Consent Agenda</i>			
11	Report of the Governance & Nominations Committee	KCC-23-07-12-11	Chair GNC
11.1	Update on Progress of Governance Review (to note)	Verbal	
11.2	Away Day Agenda (to note)	KCC-23-07-12-11.2	
<i>The remainder of the GNC Report is on the Unanimous Consent Agenda</i>			
12	Report of the Staff & Culture Strategy Committee	KCC-23-07-12-12	President & Principal
<i>All items are on the Unanimous Consent Agenda</i>			
13	Report of the Academic Board	KCC-23-07-12-13	Chair, AB
13.1	Generative AI	KCC-23-07-12-13.1	SVP (Academic)
13.2	Academic Education Pathway	KCC-23-07-12-13.2	SVP (Academic)
<i>The remainder of the AB report is on the Unanimous Consent Agenda</i>			
14	Report of the Remuneration Committee – Restricted Review of Performance Management Plan (to note)	KCC-23-07-12-14	Chair of Council
		Verbal	
<i>The remainder of the Remuneration Committee Report is on the Unanimous Consent Agenda</i>			
15	Any other business	Verbal	Chair
16	Meeting Adjourned	Verbal	Chair

Lord Geidt
June 2023

Declaration of Members' Interests

Action required

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

Executive summary:

This report records the standing declarations of interest of Council Members. Members are asked to advise the Secretariat of any changes and to declare any conflicts of interest for the business to be considered in the current meeting.

Declaration of Members' Interests

The following report lists the declared interests of each member of the King's College Council. Members are requested:

- (i) To confirm that the record against their name is correct, or to inform the College Secretary of any changes which need to be made.
- (ii) To highlight any items on the agenda of the current meeting which contain any potential conflict of interest for any member.

Christopher Geidt (Chair)

- The Queen's Commonwealth Trust (Chairman)
- The Nuffield Trust for the Forces of the Crown (Trustee)
- The Rectory Society (Trustee)
- House of Lords (Crossbench Member)
- Adviser, Lumina Sustainable Materials AS (materials science)
- President of the Royal Overseas League
- Member, Ohrid Group
- Schroders plc (Chairman, International Relations and Corporate Responsibility) (ceased 6 January 2023)
- BAE Systems plc (Member, International Advisory Board) (ceased on 8 April 2021)
- Theia Group Inc (UK Adviser) (ceased on 31 August 2021)
- Permanent Lord in Waiting to the Queen (ceased 8 September 2022)
- The Independent Adviser on Ministers' Interests (resigned 15 June 2022)
- President of the Royal Overseas League

Vivek Ahuja

- Chief Executive Officer, Terra Firma Capital Partners Limited
- Non-Executive Director, NatWest Markets plc.
- Fellow member of the Institute of Chartered Accountants in England & Wales (ICAEW)

Natasha Awais-Dean

- Research Integrity Manager; Visiting Research Fellow (History) KCL
- Trustee, Society of Jewellery Historians
- Team Manager, Berkhamsted Swim Club (voluntary)
- Member of the Society of Jewellery Historians
- Member of the Society of Renaissance Studies

Tom Berry

- Trustee, Employers' Network for Equality and Inclusion (enei)
- Teacher, Sutton Grammar School
- Owner, Be Less Beige Ltd
- NED Mental Health First Aid England CIT
- NED Aequitas Global Ltd
- NED HMDG Ltd
- Trustee EOT, With Public Relations Ltd (pending)
- Owner, One Question Ltd

Hillary Briffa

- Lecturer in National Security Studies in the Department of War Studies
- Circle U Chair – Climate Hub

- Member of the School of Security Studies Equality, Diversity and Inclusion Sub-Committee
- Member of the SSPP Faculty EDI in Research Working Group
- Member of the College level Working Group on Interdisciplinarity in CPD & Executive Education
- Member of the SSPP Assessment and Feedback Task and Finish Group
- Vice-Chair of the governing board of Godwin Junior School (10 June 2019 – 9 June 2023)
- Vice-Chair of the governing board of Carpenters Primary School (18 September 2019 – 18 September 2023)
- Registered as self-employed – private rental
- Member of University College Union

Paul Cartwright

- Chaplaincy Volunteer at West Hertfordshire Teaching Hospitals NHS Trust from 1 July 2022
- Fellow of The Institute of Chartered Accountants in England and Wales (ICAEW)
- Trustee of Raise, West Hertfordshire Hospitals NHS Trust Charity 1052210 (ended 31 May 2022)
- Non-Executive Director of West Hertfordshire Hospitals NHS Trust (ended 31 May 2022)

Donna Catley

- Paid employee of Compass Group; Company Director, Compass Group UK&I (ended 31 December 2022)

Note: College has a small investment with Compass Group through a managed fund.

Jon Coles

- United Learning Trust
- Learning Partners Academy Trust
- The Prince's Teaching Institute (resigned 16/4/21)
- Challenge Partners (was Chair until September 21)
- Chief Executive, United Learning (group of schools from which some students will progress to KCL)

Paul Goswell

- Trustee of the Somerset House Trust
- CEO of Delancey Real Estate Asset Management
- Cape Projects Limited; Cortx Holdings Limited; Croydon Plaza Limited; Delancy (General Partner) Limited; Delancey Asset Management Limited; Delancey Coinvestment Limited; Delancey Investment Advisory Services Limited; Delancey Nw1 Co-Investments Ltd; Delancey Nw1 Group Ltd; Delancey Nw1 Promote Ltd; Delancey Partners Co. Limited; Delancey Real Estate Asset Management Group Limited; Delancey Real Estate Asset Management Limited; Delancey Real Estate Debt Services Limited; Delancey Real Estate Investment Management Limited; Delancey Real Estate Partners Limited; Delancey Real Estate Partners Limited; Dqr Capital Limited; Dream Nw1 Co-Invest Spv Limited; Dream Nw1 Gp Spv Limited; Dv4 Administration 1 Uk Limited; Five Oaks Investments Limited; Headland Investments Limited; Jupiter Properties 2011 Uk Limited; Minerva (Croydon) Limited; Minerva (Finance) Limited; Minerva (Kensington Developments) Limited; Minerva (Stores) Limited; Minerva Corporation Limited; Minerva Limited; Mount Kendal Limited; Mount Kendall Group Limited; Newincco 1404 Limited; Newincco 1407 Limited; Nw1 Partners (Gp) Ltd; Nw1 Spanish Logistics (Uk) Holdco Ltd;
- Penninsula Projects Limited; Penninsula Projects (Ellands) Limited;
- Member of the RICS

Vinay Jha

- Full-time employment as 'Chief Innovation and Digital Officer' at M&G Plc.

Shitij Kapur

- President & Principal, KCL
- Non-Executive Director, Russell Group of Universities
- Member, Advisory Board of the Medical Research Future Fund, Australia

- Member, International Advisory Council, SUSTech University, Shenzhen, China
- Member, Collegiate Council, University of London
- Commissioner, International Higher Education Commission

Ron Kerr

- Guys and St Thomas' Foundation Trustee
- NED, Guy's and St Thomas' Enterprises Ltd.
- Advisor to Board: Guy's and St Thomas' NHS Foundation Trust
- Chair: NHS Providers
- Ad hoc consultancy services

Mohd Yasir Khan

- President and Trustee, King's College London Students Union

Steve Large

- Senior Vice President (Operations), KCL
- Superannuation Arrangements of the University of London (SAUL)
- KCL Ventures Ltd
- King's Talent Bank Ltd
- King's College London Business Ltd
- College Facilities Ltd
- Fellow of the Chartered Association of Certified Accountants
- Member of the Chartered Institute of Management Accountants

Note: King's participates in SAUL as our support staff pension scheme; King's is the sole customer, 100% shareholder and funder of KCL Ventures Ltd, King's Talent Bank Ltd, KCL Business Ltd and College Facilities Ltd, all of which rely on King's for various management & related services.

Rachel Mills

- Senior Vice President (Academic)
- Executive Dean, University of Southampton until July 2021, Visiting Professor (unpaid) University of Southampton, July 2021 onwards.
- Non-Executive Director, Centre for Environment, Fisheries and Aquaculture (2021 onwards)
- Fellow Royal Society of Chemistry
- Fellow Royal Society of Biology
- Member, Challenger Society for Marine Science

Kim Piper

- Dean of Education Faculty of Dentistry, Oral and Craniofacial Sciences
- UCAT Trustee
- Health Education England - Training Program Director for Oral & Maxillofacial Pathology. National ARCP and Recruitment member
- Royal College of Pathologists - Chair of Examiners
- Royal College of Surgeons - SAC Member
- International Association of Dental Research - Group Program Chair
- British Society of Oral & Maxillofacial Pathology Executive Committee

Clare Sumner

- Director, Policy for the BBC

Richard Trembath

- Senior Vice President, Health & Life Sciences, Professor of Medical Genetics, Faculty of Life Sciences & Medicine, KCL

- Executive Director, King's Health Partners
- Director & Trustee, The Francis Crick Institute
- Non-Executive Director, King's College Hospital
- Board Director, UK Biobank
- Non-Executive Director, MedCity
- Member, Royal College of Physicians
- Member, Academy of Medical Sciences
- Member, British Society for Human Genetics
- Member, Association of Physicians of Great Britain
- Member, American Society of Human Genetics
- Owner, Apartment 10, Victor Wharf, Clink Street, London, SE1 8DW

Lan Tu

- CEO of Virgin Money Investments, a joint venture between Virgin Money plc and Aberdeen plc (ended Aug 2021)
- Self-employed Consultant
- Board member and Chair of Compensation Committee (from March 2022, WNS Holdings Ltd.
- Non-Executive Director and Senior Independent Director (from March 2022) – Shawbrook Bank Ltd
- Non-Executive Director – Shawbrook Group PLC
- Board Advisor – Mental Health at Work CIC
- Director, Lonsdale Road (Barnes) Management Company Ltd

Stephan Weiner

- Guy's & St Thomas' Trust (GSTT) – Non-Executive Director and Chair of Transformation and Major Programmes Committee (left GSTT Finance Committee in January 2023; left Board in June 2023)
- King's College Hospital (KCH) – Non-Executive Director and Chair of Major Programme Committee and Finance Committee (left KCH Finance Committee in January 2023 and remains on KCH Board until first term expires in late 2024)
- MediClinic – Non-Executive Director, Chair of Remuneration Committee; Crown Commercial Service - Non-Executive Director, Chair of Audit Committee

[Note: King's has a close working relationship with GSTT and KCH]

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Unanimous Consent Agenda

The consent agenda is used to deal expeditiously with routine matters and reports, leaving more time for more strategic discussions. The items included are expected to be non-controversial and unlikely to engender questions. These items, whether for approval or information, are dealt with by a single motion to accept/receive for information. Before taking the vote, 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.

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

Item	Title	Paper	Action
3.1	Minutes of May 2023	KCC-23-07-12-03.1	Approve
3.2	Council Rolling Calendar of Business	KCC-23-07-12-03.2	Note
6	Report of the Audit, Risk & Compliance Committee		
6.6	Annual Internal Assurance Plan 2023-24	KCC-23-07-12-06	Note
6.7	External Audit Plan for 2022-23 Financial Statements	KCC-23-07-12-06	Note
6.8	Internal Assurance Update	KCC-23-07-12-06	Note
6.9	Compliance Update – The Public Sector Equality Duty	KCC-23-07-12-06	Note
6.10	Risk Presentations – International Business Risk	KCC-23-07-12-06.04	Note
9	Report of the Estates Strategy Committee		
9.3	Champion Hill – Equity Release Update	KCC-23-07-12-09	Note
9.4	Ways of Working – Space Utilisation	KCC-23-07-12-09	Note
9.5	King's Inspired Science Update	KCC-23-07-12-09	Note
9.6	Report of the Executive Director of Estates & Facilities <ul style="list-style-type: none"> Leases for Newcomen St., Block 9 extension, Britannia House and King's Service Centre in Cornwall Public realm strategy for the Strand Campus now that the Strand pedestrianisation has been implemented Near completion of LIHE and CYP Resilience, sustainability and decarbonisation initiatives Annual summer works Impact of the Building Safety Act 	KCC-23-07-12-09	Note
10	Report of the Finance Committee		

10.3	Investment Subcommittee		
	(i) Minutes	KCC-23-07-12-10.3	Note
	(ii) Reappointments	KCC-23-07-12-10	Note
10.4	CFO Report	KCC-23-07-12-10	All to note
	(i) Risk profile and external environment		
	(ii) Key Finance and Procurement personnel		
	(iii) Financial position P9 2022/23 (main agenda)		
	(iv) Cash and Treasury matters		
	(v) Technical accounting matters and year end (main agenda)		
	(vi) Insurance – latest update on market issues		
	(vii) Pensions Valuation - latest		
	(viii) Compliance – Tax and Fraud:		
	a. Global mobility		
	b. Goods and services tax		
	c. Fraud and money laundering		
	(ix) Other notifications:		
	a. Staff Loans		
	b. Staff Severance		
	c. Bad debt		
	(x) Major projects update		
	a. Newcomen/ Block 9 extension		
	b. Champion Hill Equity Release		
	c. Bush House South West Wing		
	d. Strand Pedestrianisation		
	e. Ways of working		
	f. London Institute for Healthcare Engineering		
	g. Pear Maudsley Children and Young Persons		
	h. King's Inspired Science		
	i. SUSTech Joint Education Institute		
10.5	Reports Related to Financial Statistics and Financial Statements	KCC-23-07-12-10	To note
11	Report of the Governance & Nominations Committee		
11.1	Reappointment of Council and Standing Committee Members	KCC-23-07-12-11	Approve
11.3	Meeting Schedule 2024-25	KCC-23-07-12-11.3	To note
12	Report of the Staff & Culture Strategy Committee		
12.1	Perspective of Department and Directorate Heads	KCC-12-07-12-12	To note
12.2	Staff Survey Update	KCC-12-07-12-12	To note
13	Report of the Academic Board		
13.3	Report of the College Education Committee	KCC-12-07-12-13	All to note
	(i) Amendments to Student Admissions Policy		
	(ii) Short Course Policy		
	(iii) Proposal for suggested reworking of feedback regulations		
	(iv) Academic Regulations, 2023-24		
	(v) External Examiner Reports 2021-22: Postgraduate Programmes		
	(vi) Degree Outcome Statement 2023-24		

<ul style="list-style-type: none"> (vii) The Inns of Court College of Advocacy (ICCA) Academic Regulations for use in 2023-24 (viii) Addition to the Interruption of Study Policy (PGR students) (ix) RADA Academic Regulations, 2023-24 (x) Non-Academic Misconduct Policy, Procedure and Guidance (xi) Support for Study Policy & Procedure (xii) Dignity at King's Prevention of Bullying & Harassment Policy – Revisions (xiii) Review of Academic Appeals (xiv) Student Visa Confirmation of Acceptance for Studies (CAS) Policy (xv) Core Code of Practice for Postgraduate Taught Research Governance and Dissertation Framework Review (xvi) Periodic Programme Review Report 2022-23 (xvii) Continuous Enhancement Review (CER) – Overview Report (xviii) Learning Environments: Principles (Draft) (xix) Academic Calendar Update (xx) Changes to Evidence Requirements for Mitigating Circumstances (xxi) NSS 2023 Results Publication Update (xxii) OfS Consultation on a New Approach to Regulating Harassment & Sexual Misconduct in English Higher Education: Final Response from King's College London (xxiii) Periodic Programme Review Report: Digital Humanities (xxiv) Undergraduate Faculty Assessment Boards Annual Report 2021-22 (xxv) Postgraduate Faculty Assessment Boards Annual Report 2021-22 (xxvi) Feedback from Faculty Assessment Boards on Awards Data (xxvii) Feedback from Faculties on Academic Misconduct 			
13.4	Report of the College Research Committee		
	(i) Policy & Procedure for Security Sensitive Activities	KCC-23-07-12-13.4(i)	To note
	(ii) Intentions Plan for Research Assessment	KCC-23-07-12-13	To note
13.5	Student Terms & Conditions	KCC-23-07-12-13	To note
	(i) General Terms and Conditions 2024-25		
	(ii) Executive MBA Terms and Conditions 2024-25		
	(iii) King's Online Terms and Conditions 2024-25		
	(iv) King's International Foundation Terms and Conditions 2024-25		
	(v) King's Pre-Sessional Terms and Conditions 2024-25		
	(vi) Open Enrolment Short Courses Terms and Conditions 2023-24		
	(vii) Terms and Conditions for Corporate and Tailor-Made Tuition in the Language Centre 2023-24		

(viii) Evening, Saturday and Summer Language Courses Terms and Conditions 2023-24			
(ix) Terms and Conditions for Non-Credit Bearing Language Courses, 2023-24			
13.6	Merging the International School for Governance and The Policy Institute	KCC-23-07-12-13	To note
13.7	Election of Associates of King's College	KCC-23-07-12-13	To note

See published minutes from the previous meeting [here](#)

King's College Council	
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Status	Final

Council Business Plan

Action required

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

Paper Explanation for Members

Why is this paper being presented?	This Council business plan is presented at each meeting of GNC and Council for information and is intended to provide some guidance as to what members might expect to see on their meeting agendas over the course of the year.
What are the key points/issues?	<p>The functions of Council are defined in the Charter and Statutes and the Ordinances and include, among other things:</p> <ul style="list-style-type: none"> • defining and upholding the university's mission, vision and strategic direction • monitoring the university's progress against agreed goals • establishing management systems and monitoring their effectiveness • ensuring that delegated responsibilities are clearly defined for the university's standing committees • ensuring that the university has effective risk management and internal controls • overseeing the effective and prudential operation of the university • approving and monitoring commercial undertakings <p>The Calendar outlines in broad terms when these matters are discussed at Council over an average year. As they become known, unique proposals (such as capital projects) will be added to the Calendar with estimated timing. The Calendar will be included as a standing information item in each agenda pack.</p>
What is required from members?	To note.

Paper Submitted by:

Irene Birrell
 College Secretary
irene.birrell@kcl.ac.uk

Council Business Plan

Strategic discussion

The September meeting was a full-day Away Day. The main theme for this year was the strategy refresh. Time is also set aside for deliberate strategic discussion at the January and May meetings of Council as these are meetings at which the amount of transactional business is minimal.

Council receives regular updates on progress toward goals and objectives of the various elements of the university's strategy.

Regular Agenda Items

Council's work is supported by a number of committees and sub-committees and at each of its meetings will receive reports as appropriate from:

- Finance Committee
- Audit, Risk & Compliance Committee
- Estates Strategy Committee
- Governance & Nominations Committee
- Academic Board
- Fellowships & Honorary Degrees Committee
- Chairs' Committee
- Remuneration Committee
- Staff & Culture Strategy Committee

Council will receive reports and updates on a range of regulatory, compliance and planning matters including among others:

- Ongoing Conditions for OfS
- National Student Survey Results
- Admissions and student number planning
- Safeguarding
- Prevent
- Health & Safety
- Fundraising

Council will annually review:

- Conflict of Interests Policy

Council Business Plan

Italicised items are those that are expected to return every year. Meetings shaded in green are intended to be face-to-face meetings while those in blue will normally be held via Teams.

When possible, face to face meetings are held on different campuses with a reception to follow which provides an opportunity for members to meet staff and students across the College.

	Item	Council Action	Submitted By
21 September 2022 AWAY DAY	Strategic focus meeting – full day Strategy Refresh	Discuss	Principal & Senior Executive Team
22 November 2022 Council Room (Business focus)	<i>Financial Statements</i>	Approve	Finance Committee
	<i>Update on 22/23 and 5-year Forward Plan</i>	Approve	Finance Committee
	<i>External Audit Report and Management Letter of Representation</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Statement regarding the Prevent Duty</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Report of the ARCC</i>	Note	Audit, Risk & Compliance Committee
	<i>Internal Audit Update</i>	Note	Audit, Risk & Compliance Committee
	<i>Enterprise Risk Management update</i>	Note	Audit, Risk & Compliance Committee
	<i>Compliance report</i>	Note	Audit, Risk & Compliance Committee
	<i>Annual OfS Registration Report</i>	Approve	Academic Board
	<i>OfS TEF Return</i>	Approve	Academic Board
	<i>Degree Outcome Statement</i>	Approve	Academic Board
	<i>HR Excellence in Research Report and Academic Plan/Action Plan against the Concordat to Support the Career Development of Researchers</i>	Approve	Academic Board
	<i>Annual Report of the Remuneration Committee</i>	Discuss	Remuneration Committee
	<i>Memorandum of Understanding – KCL/KCLSU</i>	Approve	KCLSU President & President & Principal
19 January 2023 (Strategic focus - regular meeting length)	<i>Suggested topics: Philanthropy/fundraising Sustainability King's Global Note: dinner for governors to follow in place of a reception</i>		
	<i>Modern Slavery Act Annual Statement</i>	Approve	Chief Procurement Officer

30 March 2023 Teams (Business focus)	<i>Balanced Scorecard Update</i>	Discuss	SVP Operations/Director of Analytics
	<i>Access and Participation Plan Monitoring Report</i>	Approve	VP Education/Academic Board
	<i>Annual Health & Safety Report</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Research Integrity Statement</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual report of the Chief Procurement Officer</i>	Note	Audit, Risk & Compliance Committee
	<i>Compliance report</i>	Note	Audit, Risk & Compliance Committee
	<i>Fellowships & Honorary Degrees - nominations</i>	Approve	Fellowships & Honorary Degrees Committee
	<i>Annual report on university pay and conditions</i>	Note	Remuneration Committee
	<i>KCLSU Returning Officer's Election Report</i>	Note	KCLSU President
	Update on Bush House SWW	Note	ESC & FC
	Update on Newcomen Street & Block 9	Note	ESC & FC
	Report on First Meeting of SCSC	Note	SCSC
	RemCom Report	Discuss	RemCom
	Governance Review ToR	Approve	Governance & Nominations
11 May 2023 (Strategic focus - regular meeting length)	Innovation Landscape – strategic discussion	Discuss	VP (Research & Innovation / SVP (Health and Life Sciences)
	Portfolio Simplification Update	Note	VP (Education & Student Success)
12 July 2023 (Business focus)	<i>Financial Plan</i>	Approve	Finance Committee
	<i>Council Away Day agenda for September</i>	Note	Governance & Nominations Committee
	<i>Meeting Cycle for the next year but one</i>	Note	Governance & Nominations Committee
	<i>Fundraising Operations Annual Report</i>	Approve	Audit, Risk & Compliance Committee
	<i>Fundraising Ethics Review Group Annual Report</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual report on senior team performance and remuneration</i>	Discuss	Remuneration Committee
	<i>KCL/KCLSU Memorandum of Understanding</i>	Approve	President & Principal
	Advanced Cell Therapies	Approve	ESC & FC
	Cyber Security Report	Discuss	ARCC
	Appointment of External Auditor	Approve	ARCC
	Reappointment of Members	Approve	GNC
	Generative AI	Note	AB
	Academic Education Pathway	Note	AB
	Bush House South West Wing - strategic outline case	Approve	ESC

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Actions Log

Action required

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

Executive summary

Council is asked to note the action taken following discussions at previous meetings.

Actions Log

Meeting	Minute	Topic	Decision for Action	Notes	Owner	Original deadline	Progress
11-05-23	7.1	Report of the Principal	Members to be provided a copy of the Student of Concern Procedure		College Secretary	N/A	Done
11-05-23	7.2	Portfolio Simplification Programme	Information to be provided at a future meeting re the financial objectives of the programme and whether they had been achieved		Principal	N/A	In progress
11-05-23	9.1	GNC Report – Governance Review	Members to be provided copies of the RFPs from the short-listed consultancies		College Secretary	N/A	Done
18-01-23	10.2	Social Mobility & Widening Participation	Background information on the strategy & requirements to be provided at a future meeting		Principal	N/A	In progress
22.11.22	5.3	Student Success Transformation Programme	Opportunities for Council to scrutinise the programme implementation		VP (Education)	Throughout 2023	Ongoing – breakfast briefing held 15 th June
13.07.22	11.1(v)	Cyber Security Update	That time be found on a future Council agenda for a more in-depth discussion		College Secretary/Chair	N/A	On agenda

Report of the Audit, Risk and Compliance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Cyber Security Maturity Update (Annex 1)	06 June 2023	No	Discuss
2. External Audit Tender (Annex 2)	06 June 2023	No	Approve
3. Annual Report of Fundraising Operations (Annex 3)	06 June 2023	No	Approve
4. Annual Report of the Fundraising Ethical Review Group (Annex 4)	06 June 2023	No	Approve
5. Carbon Management Plan	06 June 2023	No	Note
6. Board Assurance Framework	06 June 2023	No	Note
7. Annual Internal Assurance Plan 2023-24	06 June 2023	Yes	Note
8. External Audit Plan for 2022-23 Financial Statements	06 June 2023	Yes	Note
9. Internal Assurance update	06 June 2023	Yes	Note
10. Compliance update – The Public Sector Equality Duty	06 June 2023	Yes	Note
11. Risk presentations and discussions: International Business Risk (Annex 5)	06 June 2023	Yes	Note

For discussion

1. Cyber Security Maturity Update

The ARCC received an update report from the Senior Vice-President (Operations) and Chief Information Officer on the improvement programme for the College's cyber security posture. Following recent, well-publicised, cyber breaches in several notable businesses, it is clear that no organisation can be complacent. To respond to this challenge, the College has created a cyber security team which is currently resourced at the planned level and a large amount of work has been done within this team, and with others, to implement technical solutions, policies and improved governance around information security. The key area of focus remaining to be addressed across the institution is culture and behaviour, this largely requires more training and awareness. This work has started but needs to continue without detracting from the technical workstream. The Chief Information Officer noted that the forward plan was to move to identity-based security from perimeter-based security and this task will be undertaken over the next few years, as there are a number of steps to complete. He assured ARCC that the technical team, based in Cornwall, is of high quality and the College has the appropriate calibre of staff to complete the task. The CIO was also able to confirm that the right level of investment was being made on the right things. There is a sequence to this type of work and the challenge is less about money and funding than around developing the right expertise and encouraging the right kind of culture and behaviours in the organisation. Members were comfortable that great progress has been made, but noted there was more to be done, particularly with regard to asset management and control. It was suggested that the threat level should be stated really clearly so that it can be understood, and the level of risk acceptance understood.

The CIO will make a presentation to the College Council, which will further develop the discussion which was had at the ARCC meeting. The report of the CIO is attached in **Annex 1**.

For approval

2. External Audit Tender

Motion: That the Council approve KPMG as the External Auditor for the next 5-year contract.

The university has been conducting a tender exercise to procure an External Auditor for the next contract period, which was set at five years. This process has been overseen by the ARCC on behalf of the College Council which, as determined by the Statutes, is the approval body for this appointment. A full description of the steps taken during the procurement and the rationale for the final assessment was submitted to the ARCC and is included in **Annex 2** of this the report. Following discussion of the process and assessment, members of the ARCC agreed that a recommendation should be made to College Council that KPMG are re-appointed for a further five years.

3. Annual Report of Fundraising Operations

Motion: That the Council approve the annual report of the Associate Director of Fundraising Operations, attached hereto as Annex 3.

The Associate Director of Fundraising Operations presented the Annual Fundraising Report, which outlined how the College had met the regulatory requirements and standards around fundraising in the year. The report outlined the College's conformity to data privacy standards in fundraising and also set out how third-party support for fundraising operations was managed. The number of complaints and negative feedback had greatly reduced in the 2022-23 year. It was also noted that the number of high-risk exercises undertaken by the Fundraising & Supporter Development, such as mass mailings, was also decreasing.

4. Annual Report of the Fundraising Ethical Review Group

Motion: That the Council approve the annual report of the Fundraising Ethical Review Group attached hereto as Annex 4.

The Head of Prospect Research reported that the overall volume of gifts was up for the year. This had the knock-on effect that the Fundraising Ethical Review Group (FERG) had reviewed an unprecedented number of donations to the College.

[REDACTED]

[REDACTED]

For note

5. Carbon Management Plan

The Senior Vice-President (Operations) noted that in a principles-driven organisation like King's, positive action to address environmental concerns was demanded by its community. The appointment of an Assistant Principal (Sustainability) brings the issues clearly within the ambit of the senior executive team. The Senior Vice-President (Academic) noted that an urgent consideration will be the plan to offset the amount of carbon generated by research activity in the College. King's wants to have real world impacts, but the operational side is challenging in the short term. A significant amount of activity is going on in the Estates & Facilities Directorate to make the College's use of energy and utilities more efficient. It is likely that some form of consultancy will be required to help form the plan. The Senior Vice-President (Operations) and Senior Vice-President (Academic) undertook to return to the ARCC in November with a more developed plan for carbon management and some firmer details about what metrics will be used, in the light of external reporting requirements. The publicly declared King's net zero ambition for 2030 must be consistent with the approved KCL financial budget and three-year plan.

6. Board Assurance Framework

The Deputy College Secretary presented a report on the development of a Board Assurance Framework (BAF) and proposed a draft template for a BAF report. Members briefly discussed the principles behind a high quality BAF. The Chair of the Finance Committee noted that this was an excellent start and highlighted that it was important to accurately record the second line assurances from management in the BAF. He suggested that other committees of Council should have ownership of risk issues that fit within their terms of reference and be

scrutinising management assurances on how those risks are being managed with reports back to the ARCC. It was noted that the focus should be on the things which most concern the Council and should be on their watch list. This is the start of what will be an iterative process.

7. Internal Assurance Plan 2023-24

The Director of Risk Assurance presented the Internal Assurance Plan for the coming academic year, which had been developed through close collaboration with the senior management of the College and discussed by the University Executive. A request was made for the plan proposal to demonstrate what was not being audited, so that gaps could be assessed. Provisional approval was given to the Director of Risk Assurance to start the assurance programme, subject to full approval at the November meeting of the Committee when the additional information requested would be provided.

8. External Audit Plan for 2022-23 Financial Statements

Ms Fleur Nieboer from KPMG presented the external audit strategy for the 2022-23 accounts. Ms Nieboer reported that the audit would focus on the significant risks of the valuation of post-retirement benefit obligations with USS, revenue recognition (and specifically the fraud risk related to research income) and the management override of controls. Other audit risks were noted as Going Concern, use of funds, valuation of land and climate risk. The materiality level was set at £24.2m and the reporting threshold at £1.2m. Ms Nieboer was able to confirm the independence of KPMG.

9. Internal Assurance update

Discussion at this meeting focussed mainly on how the Committee could draw assurance that the concerns raised during Internal Assurance exercises have been addressed. It was noted that the Principal's Management Meeting (PMM) has given the Business Assurance team a termly slot to discuss outstanding recommendations and that each recommendation now has a PMM sponsor. The Director of Risk Management confirmed that all findings and recommendations are agreed with management before they are shared with the ARCC. Currently, only five reviews had recommendations which had not been fully implemented three months after their target date. The assurance exercises reported to this ARCC included the first of the information security audits, which took place in the Florence Nightingale Faculty of Nursing, Midwifery and Palliative Care, and focussed on the implementation of the Code of Connection and requirements for locally managed IT equipment to meet a minimum security standard.

10. Compliance update – The Public Sector Equality Duty

The Director of Equality, Diversity & Inclusion and Organisational Development noted that a significant amount of work was being done in her team since the decision had been taken to join the two areas together. The work on EDI was being led centrally from HR, but a great deal of activity was taking place locally. There are still some challenges, such as representation at senior levels in race and gender. However, the "Report & Support" tool, which underpins the management of bullying and harassment claims, was operating well and having a positive effect. The ARCC had been provided with a copy of the EDI annual report which covered the 2021-22 year and was assured that the College was in compliance with its responsibilities under the Public Sector Equality Duty. A compliance assurance review on the College's conformity to the Duty is currently being completed and its findings will be presented to the November ARCC meeting. It was noted that in future, reports regarding the quality of the work undertaken in this area would be taken through the governance process via the new Staff and Culture Sub-Committee (SCSC) while the ARCC will continue to take assurance that the College remains legally compliant.

11. Risk presentations and discussions

The ARCC members received presentations on the management of the risks present when doing business with international partners. The presentations were led by the Vice-Principal (International), who was supported by the Vice-Dean International from the Dickson Poon School of Law, the Director of Research Assurance and the former Director of the Russia Institute. The minutes of this discussion can be found in **Annex 5**.

These pages have been redacted

Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-07
Status	Final
Access	Members and senior executives

Report of the President & Principal

Action required

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

Paper Explanation for Members

Why is this paper being presented?	Report from President & Principal highlighting current issues and events and developments since the last meeting of Council.
What are the key points/issues?	Admissions update; Marking and Assessment boycott; Pearson partnership; Staff Survey; PTES results; Fundraising update; media coverage
What is required from members?	To note

Paper Submitted by:

Shitij Kapur
 President & Principal

Report of the President & Principal

Section A - Current topics

[REDACTED]

[REDACTED]

[REDACTED]


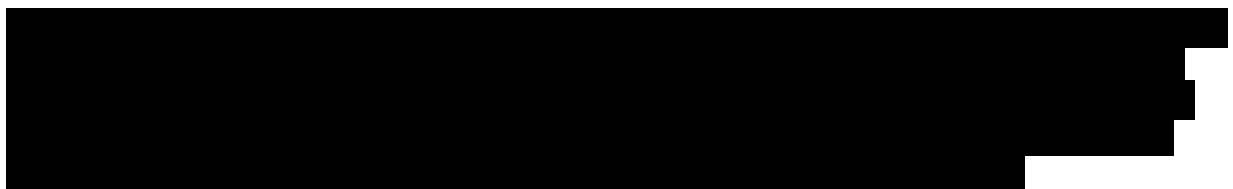

[REDACTED]

[REDACTED]

Marking and Assessment Boycott

A marking and assessment boycott called by the University and College Union (UCU) as part of action short of strike (ASOS) has been in effect since Thursday 20 April. During the boycott, staff who are UCU members might not carry out tasks like setting assessment questions, invigilating exams, marking papers, attending exam boards, or similar. The impact of any industrial action on assessment varies from exam to exam and module to module, so each assessment is being considered individually. The guiding principles are that no student will be disadvantaged whilst maintaining academic standards. We have put in place emergency regulations to mitigate the impact on progression and graduation. I will give an update at the Council meeting.

[REDACTED]

Staff Survey 2023 - Your Voice Counts

The 2023 King's staff survey in collaboration with People Insight was open from 6th June to 27th June. We achieved a 60% response rate with variations across Faculties and Directorates. The high level results will be shared with staff prior to the summer break with detailed engagement on Faculty and Directorate level results and agreement on the top 2-3 priorities at the university level in the Autumn term.

Postgraduate Survey results

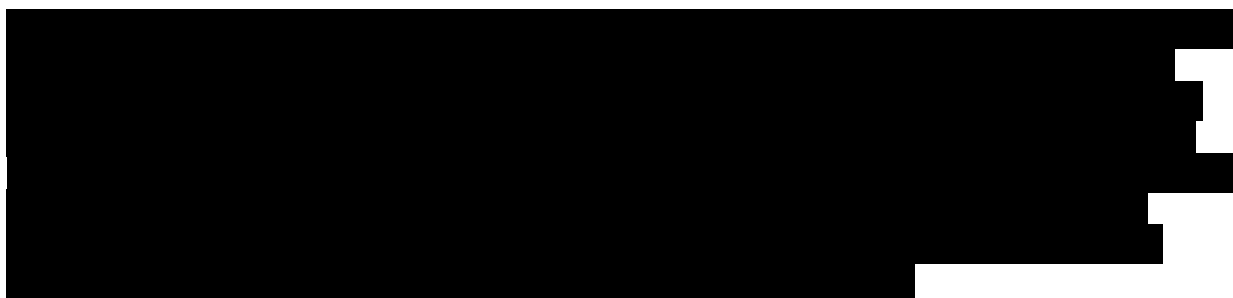
The Postgraduate Taught Experience Survey (PTES) 2023 provides an opportunity for our postgraduate students to share their open, honest, and confidential feedback on their experience of studying at King's. This year, we achieved a final response rate of 26%, meaning we received over 3,500 responses from eligible PGT students. The response rate for on-campus students was better at 32%.

We are pleased to report that this year King's overall satisfaction has improved by 2% to 83%, and overall approval rates increased in six out of nine faculties. Across the university, 91% of our PGT respondents agreed that staff are enthusiastic about what they teach, and 90% agreed that they are good at explaining things. Overall, 84% students were satisfied with the quality of teaching and learning, a 1% increase on last year.

While overall satisfaction has improved, there continues to be some substantial gaps in satisfaction between different demographic groups, although in a number of cases the gap has narrowed quite significantly compared to the last two sets of results. These gaps are most significant when looking at disability (6% in the disability/no disability split) and ethnicity groups (16% in the nine way split).

Fundraising update: Identifying and Delivering Enhanced Ambitions for Philanthropy at King's

Fundraising and Supporter Development (F&SD) provides a single fundraising and supporter engagement function in support of King's College London (KCL), Guy's & St Thomas' NHS Trust (GST) and King's Health Partners (KHP).



[REDACTED]

[REDACTED]

[REDACTED]

Section B – President’s External Visits/Meetings/Visitors

2nd May - King’s College School, Wimbledon Dinner
3rd May - KHP Board
12th May - UUK Members’ Meeting
24th May - Old Bailey Lunch
24th May - Crick Board and Founders Dinner
31st May - KHP Board
1st June - Russell Group Board Meeting

Section C - Media Coverage

- We were delighted to welcome the [Prime Minister Rishi Sunak to the London Defence Conference](#) hosted at King’s in May. Now in its second year and hosted at Bush House by King’s School of Security Studies, this annual conference brings together leading international military experts, policymakers, academics, and media commentators to consider how global geopolitics and the nature of conflict are changing. There was widespread coverage across the media covering different aspects of the two-day conference.
- We were also very pleased to launch and announce [our partnership with Raheem Sterling Foundation](#) to provide scholarships for Black British students. Together with the University of Manchester, the Foundation will support 7 students at each university with scholarships over the next 3 years. The news was covered in the national media, including in [BBC News](#), the [Daily Mail](#), the [Daily Mirror](#).
- We marked [Refugee Week in June with a series of events](#) and featuring stories from some of [our students](#), highlighting the work that has been done by our academics and our [Sanctuary programme](#). The Communications Team has also been shortlisted for two more awards – the Chartered Institute for Public Relations (CIPR) Excellence Award and the PIEoneer Awards – for their ‘Ukraine Explained’ campaign, with the results announced later in the year.
- We celebrated our staff and alumni who were announced in [this year’s Birthday Honours](#), while our academics continued to comment on aspects and traditions of the new King and his Coronation, with over 2,000 comments in the media from January – May 2023, 25.8K views on Twitter and 168 engagements.

- A number of new studies have achieved widespread global coverage, including a [new AI model which has been developed](#) to predict how likely a patient is to develop secondary breast cancer based on immune responses in the lymph nodes, covered [The Independent](#), [The Times](#), the [Evening Standard](#), [Sky News](#), [ITV.com](#), and the [Daily Mail](#); research on the harm that [ultra processed food can have on our long-term health](#), covered in a Panorama programme and across the media with the King's news story trending on LinkedIn; Dr Caroline Copeland was quoted extensively across the national media on her research into the [first death in the UK associated with Xylazine](#) including on [BBC Newsnight](#) and in [The Times](#), [BBC News](#), [ITV.com](#), [The Independent](#), the [Daily Mail](#), the [Daily Express](#), the [Daily Mirror](#), the [Evening Standard](#); and two research studies from the Policy Institute on international religious beliefs and neighbourhood trust were covered across the media including in [The Independent](#), [The Guardian](#), [The Times](#), the [Daily Mail](#), the [National Post](#), the [Daily Express](#) and the [New Zealand Herald](#), [The National \(United Arab Emirates\)](#) and the [Evening Standard](#).

Shitij Kapur, President & Principal
June 2023

King's College Council

Meeting date 12 July 2023

Paper reference KCC-23-07-12-08.1

Status Final

KCLSU President's Report

Action required

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

Paper Explanation for Members

Why is this paper being presented?	Council receives a report from the King's College London Students' Union (KCLSU) President at each of its meeting.
What are the key points/issues?	Marking Boycott; Cost of living; Discrimination; Islamophobia; Recognition of Caste in Bullying & Harassment Policy.
What is required from members?	To note

Paper Submitted by:

Yasir Khan, KCLSU President

KCLSU President's Report

As the President of the King's College London Students' Union (KCLSU), I am pleased to present a comprehensive Council Report summarizing the key findings and concerns from the recent Academic Board Report. This report sheds light on the significant impact of the UCU Industrial Action, particularly the marking and assessment boycott, on our students' educational journey, and important updates regarding organizational initiatives and progress from KCLSU. Considering the recent discussions of the College Council, this report will also provide updates on the Cost-of-living crisis and Discrimination on campus – with added proposals.

1. UCU Industrial Action: Impact on Students Due to Marking and Assessment Boycott

1.1. UCU Industrial Action Extension: We were notified that the UCU has extended the Industrial Action for an additional six months, which includes a boycott on marking and assessment. While the previous months of the UCU Industrial Action caused disruptions to the academic calendar and resulted in lost learning for many students at King's College London, the forthcoming marking and assessment boycott is anticipated to have a significantly greater impact on students' future prospects and professional careers.

1.2. Impact of the Marking and Assessment Boycott on Students: We express deep concern about the potential repercussions of the marking and assessment boycott. One significant concern revolves around the timeline for students' academic progression, particularly those who are scheduled to graduate. Previous years have witnessed instances where the university delayed releasing final qualifications, adversely affecting job applications and further study enrollment. Consequently, there is a substantial risk that similar situations may arise this year for numerous students.

In addition to concerns regarding academic progression, the marking and assessment boycott may also impact the organization and timing of resits during Exam Period 3. The delayed release of Exam Period 3 timetables has already caused significant stress among students in recent years. With the added complexity of the marking and assessment boycott and its potential impact on Exam Period 2, this concern is further exacerbated this year.

Furthermore, KCLSU officers believe that the involvement of external non-experts in assessing coursework and exam papers raises concerns about accurate evaluations. Certain fields of study require expert insights to accurately assess students' knowledge and competency. The lack of subject matter expertise among external assessors may disadvantage students, leading to less accurate evaluations.

Lastly, all of the aforementioned concerns are likely to have a detrimental effect on students' ability to concentrate on revision and during exams, potentially causing adverse effects on their well-being and mental health.

1.3. Response from King's College London: King's College London has responded by assuring students that the university will take all necessary measures to ensure that the industrial action does not hinder their studies and progression through their degree. However, the exact strategy for achieving this has not been disclosed. By not addressing obvious questions such as who will mark the

assessments and whether they will be double-marked and moderated, the response may not alleviate students' stress and unease, and could instead generate more doubts.

In light of the concerns raised by KCLSU and students, we strongly urge King's College London to share emergency academic regulations that provide transparency and demonstrate progress on degree completion. It is essential that detailed information, course by course, is provided to students in a timely manner via email. Implementing effective mitigations and clearly communicating them to students in advance may help alleviate the burden faced by students in the coming months.

2. KCLSU Organizational Updates

2.1. Update on KCLSU Advice Service: Since August of this year, KCLSU Advice has actively addressed a significant number of cases, handling a total of 1407. Among these cases, the most prevalent type has been Academic Appeals, with a current count of 687. As we approach June/July, we anticipate a further increase in the number of Academic Appeals cases. It is noteworthy that we have observed a notable rise in the number of students presenting neurodiversity and/or mental health difficulties, with many of them facing complex circumstances that necessitate navigating through multiple processes.

In our commitment to improving the overall student experience in terms of academics and well-being, we maintain ongoing collaborations with our KCL university colleagues. Together, we strive to develop and implement initiatives that address the diverse needs of our student body. Currently, we are engaged in several projects aimed at enhancing different aspects of student life:

- **Let's Talk About Race:** This project focuses on fostering a supportive and inclusive environment for students of colour within the NMPC community. By raising awareness, facilitating discussions, and implementing appropriate measures, we aim to improve the experiences and opportunities available to students from diverse racial backgrounds.
- **Mitigating Circumstances:** Recognizing that students may encounter unforeseen challenges or circumstances that affect their academic performance, we are working on improving the support and resources available to assist students in navigating and mitigating such situations effectively. Our aim is to ensure that students' academic progress is not unduly hindered by unforeseen events or extenuating circumstances.
- **Academic Misconduct:** As part of our commitment to upholding academic integrity, we are actively involved in initiatives aimed at preventing and addressing academic misconduct. Through education, awareness campaigns, and robust disciplinary processes, we seek to maintain a fair and equitable academic environment that fosters learning, growth, and integrity.
- **Support for Study:** Recognizing the importance of providing comprehensive support to students in their academic endeavours, we are actively working to enhance the resources and assistance available to students. This includes initiatives such as study skills workshops, access to tutoring and mentoring programs, and the provision of additional academic support materials and resources.
- **Academic Appeals:** Given the significant number of cases related to academic appeals, we are actively engaged in improving the appeals process to ensure transparency, fairness, and efficiency. Our goal is to provide students with a clear understanding of the appeals procedure, guidance on preparing appeals, and timely resolution of their cases.

- **Postgraduate Research Regulations:** Acknowledging the unique needs and challenges faced by postgraduate research students, we are actively reviewing and refining the regulations and policies that govern this specific area of study. By engaging with postgraduate research students and faculty, we aim to create a supportive and conducive research environment that maximizes their potential and facilitates successful completion of their research projects.

Through these ongoing projects and initiatives, we are committed to continuously enhancing the student experience at King's College London. By addressing key issues, fostering inclusivity, and providing essential support, we strive to empower students to thrive academically and personally during their time at the university.

2. Cost of Living Crisis

The issue of the cost of living crisis in the UK has been a longstanding concern affecting people from various backgrounds. Unfortunately, students have been disproportionately affected by this crisis, with inadequate support from the government and other institutions. To address this, we have already shared the Russell Group Students' Unions (RGSU) report on the cost of living crisis and its impact on students. As part of the RGSU, KCLSU promoted the survey to King's students, and we received responses from 404 students as of May 2023. This report presents an analysis of the findings from King's students and highlights key points from the RGSU report.

Background: While the government has provided support packages in response to the crisis, students have not received targeted support. Maintenance loans have not kept pace with inflation, the parental threshold for maximum student finance support has been frozen since 2008, and students living in halls and Purpose-Built Student Accommodation (PBSAs) have been unable to access the government's energy bills support scheme.

Based on our previous report, it is evident that the cost of living crisis significantly affects students' well-being, academic performance, mental health, and overall student experience. The report also highlights the heavy financial burden of high accommodation fees, contributing to financial struggles and the risk of students dropping out. To address this issue, **we propose that the council allocates additional funding to the estates team to subsidize accommodation rooms at reduced prices.** This measure will alleviate the financial burden on students, ensuring they can afford basic necessities like accommodation. By doing so, we will enable students to fully engage in university life, minimize the risk of dropouts, and benefit their future prospects and the university's reputation.

Furthermore, providing affordable accommodation aligns with the university's commitment to equality and diversity, offering equal opportunities for success to students regardless of their financial situation. We understand the university's financial obligations and constraints but believe that investing in affordable accommodation is a worthwhile investment in our students' and the university's future. Therefore, **we urge the council to seriously consider this proposal and take necessary steps to address this pressing issue.** We appreciate your attention to this matter and hope you prioritize the well-being of our students by supporting this proposal.

RGSU Survey discussion: The council's discussion of the RGSU survey and the challenges faced by students is a positive step toward addressing the cost of living crisis. It demonstrates the council's awareness of the issue and a commitment to addressing it, which is crucial for students who often feel unheard. Reflecting on the RGSU report allows the council to analyze the data and identify

specific areas where action can be taken to address the cost of living crisis for students. By understanding the challenges students face and the impact of the crisis on their academic performance, mental health, and overall student experience, the council can take targeted action to provide the necessary support.

Taking action based on the RGSU survey data is essential to ensure students receive the support they need to succeed at university. **By offering targeted support to students struggling with the cost of living, such as increased access to hardship funds or subsidized accommodation, the council can alleviate financial burdens.** This, in turn, improves student retention rates, academic outcomes, and supports student well-being and mental health. While it is positive that the council has discussed the RGSU survey, it is crucial that this discussion leads to concrete action and support for financially struggling students rather than remaining solely a topic of discussion.

Key Findings: KCLSU analyzed the responses from 404 King's students to the RGSU survey, revealing significant findings. Firstly, a higher percentage of King's students compared to the overall Russell Group reported negative impacts of the cost-of-living crisis on their academic performance, health, and social well-being. Specifically, 69% of King's students believed their academic performance suffered, 86% experienced a negative impact on their mental health, and 88% felt their general student experience was affected. These findings align with recent research by the KCLSU Wellbeing team, emphasizing affordability as a concern when engaging marginalized students.

Secondly, over 40% of King's students had borrowed money multiple times to pay for rent or bills, and nearly 30% had savings below £100. Less than 40% felt confident about covering their basic living costs. Moreover, less than half of postgraduate researchers believed their stipend covered basic living expenses, and less than 10% thought it would be enough to handle emergencies.

Thirdly, only 31% of students felt knowledgeable about accessing advice or help regarding money or finances. This lack of awareness about available support is concerning, considering that less than half of King's students were aware of hardship funds, and only 13% had applied.

3. Tuition fees for International Students:

International students play a vital role in fostering a diverse and multicultural environment at King's College London. They contribute significantly to the academic, cultural, and social fabric of the university, enriching the experiences of both domestic and international students alike. However, the high tuition fees imposed on international students create a significant barrier to access and place an unfair burden on their shoulders.

To shed light on this matter, I would like to present some compelling data. According to recent statistics, the average annual tuition fees for international students pursuing undergraduate degrees at King's College London range from [insert specific figures] for various programs. These amounts often exceed the fees paid by domestic students for the same courses, resulting in a substantial disparity in financial obligations. This discrepancy can create financial hardships, limit opportunities for international students, and hinder their ability to fully engage in the academic experience.

Moreover, it is essential to consider the economic circumstances and challenges faced by international students. Many students come from countries with lower average incomes or face additional expenses, such as visa costs, travel expenses, and higher living costs while studying abroad. These factors exacerbate the financial strain placed on international students, making it even more difficult for them to afford their education and meet their basic needs.

Reducing the tuition fees for international students would not only address the financial burden they face but also align with the principles of fairness, inclusivity, and equal opportunity. By making education more accessible and affordable for international students, King's College London would demonstrate its commitment to fostering a truly diverse and inclusive learning environment.

Additionally, it is worth noting that several universities across the globe have taken progressive steps to reduce tuition fees for international students. These initiatives have had a positive impact on attracting a diverse pool of talent, enhancing cultural exchange, and promoting global collaborations. By following suit, King's College London would position itself as a leader in prioritizing accessibility and inclusivity within higher education.

I urge the university administration to carefully consider the concerns raised regarding international students' tuition fees and take proactive measures to address this issue. Exploring options to reduce the financial burden on international students, such as implementing tiered fee structures based on economic factors or providing scholarships and grants, would be a significant step forward in promoting fairness and equal opportunities for all students.

I believe that by working together, we can create a more inclusive and equitable educational environment at King's College London. I kindly request that you engage in open dialogue and consider the potential solutions outlined above to alleviate the financial strain on international students.

Thank you for your attention to this matter. I look forward to seeing positive changes that will make King's College London an even more welcoming and accessible institution for all.

4. Discrimination:

Addressing Discrimination: As KCLSU President, my commitment lies in collaborating closely with King's College London to address discrimination on campus, particularly in light of recent incidents of Islamophobia. Discrimination of any kind has no place in our campus community, and it is crucial that we take proactive measures to ensure all students feel safe, respected, and supported. Currently, we are working with King's to review and update policies and procedures, ensuring they are comprehensive, inclusive, and effective in addressing discrimination.

Alongside policy changes, we are raising awareness about discrimination and its impact on students. This includes partnering with student groups to promote inclusivity and diversity, providing training and resources to staff and students, and establishing timely and appropriate channels to report and address incidents of discrimination. We acknowledge that discrimination significantly affects students' mental health and well-being, and we are committed to providing support to those impacted. We encourage any student who has experienced or witnessed discrimination to come forward and report the incident to the relevant channels, including KCLSU or King's College London. Together, we can build an inclusive, respectful, and discrimination-free campus community.

Findings on Discrimination: In a 2019 survey conducted by the National Union of Students (NUS), 41% of Black students and 27% of Asian students reported experiencing racial harassment on their campuses. Alarming, 60% of students who faced racial harassment did not report it to their university.

In 2020, the Equality and Human Rights Commission (EHRC) published a report on racial harassment in higher education, finding that 24% of ethnic minority students experienced racial harassment

compared to 9% of White students. The report also revealed that only 11% of students who encountered racial harassment reported it to their university.

Furthermore, a 2021 report by the University and College Union (UCU) indicated that Black, Asian, and minority ethnic (BAME) staff in UK universities were more likely to experience discrimination and harassment than White staff. The report found that 80% of BAME staff had encountered racism or racial harassment at work, compared to 60% of White staff.

These figures underscore the seriousness of campus-based discrimination and racism in UK universities, necessitating proactive measures to address the issue.

On Islamophobia: According to a 2017 report by the National Union of Students (NUS), 26% of Muslim students experienced abuse or harassment on their campuses. This included offensive comments, threats, and physical assault.

The All-Party Parliamentary Group (APPG) on British Muslims conducted a 2019 report, revealing the prevalence of Islamophobia in UK universities. Many Muslim students expressed feeling unfairly scrutinized regarding their faith and treated as suspects.

A 2020 survey by Tell MAMA (Measuring Anti-Muslim Attacks) found that one in four British Muslims encountered Islamophobic abuse in educational settings, including universities.

In a 2021 survey by the National Education Union (NEU), 70% of Muslim teachers reported experiencing racism in the workplace, with discrimination from colleagues or management being a common occurrence.

These findings emphasize the significant issue of Islamophobia in UK universities, urging further action to address it.

Proposed survey on discrimination:

In line with my commitment to addressing discrimination, I would like to provide a comprehensive update on the survey I have been conducting. During the previous Council meeting, I expressed my intention to delve into the multifaceted nature of discrimination and expand the boundaries of the survey. In light of this objective, I have taken the initiative to visit Brown University, located in the United States, to gather further insights and data on a specific category of discrimination—caste-based discrimination.

Recognized as a pioneering institution in the field of research on caste-based discrimination, Brown University has made significant strides in understanding and addressing this complex issue. Their efforts have positioned them as a leading authority in combating discrimination based on caste, setting an exemplary standard for other academic institutions across the United States and beyond.

By visiting Brown University, I aim to gain valuable insights into the research methodologies, best practices, and approaches employed by the institution to tackle caste-based discrimination. This visit will provide an opportunity to engage with experts, scholars, and researchers who have dedicated their efforts to shedding light on the experiences of individuals affected by this form of discrimination.

The data and knowledge I acquire during my visit to Brown University will serve as a valuable resource for future surveys on discrimination conducted by KCLSU. By leveraging the expertise and

insights gained from this visit, we can enhance our understanding of the intricate dynamics surrounding caste-based discrimination and its impact on individuals within our own campus community.

The expansion of the survey to incorporate caste-based discrimination reflects our commitment to addressing discrimination in all its manifestations. Discrimination, in any form, is detrimental to the principles of equality, diversity, and inclusion that we strive to uphold within our institution. By exploring various dimensions of discrimination, we can adopt a more holistic approach to fostering an inclusive and respectful environment for all members of the campus community.

This meeting between Brown University and KCLSU holds immense potential for generating a comprehensive body of knowledge on discrimination. By sharing the data, research findings, and methodologies gathered from this visit, we can contribute to the wider understanding of discrimination and serve as a catalyst for change within our own institution and the broader academic community.

Furthermore, this endeavour aligns with our commitment to fostering international collaborations and promoting cross-cultural exchange. By engaging with a renowned institution like Brown University, we have the opportunity to build bridges and foster connections between students, researchers, and scholars from different cultural backgrounds. This exchange of ideas and experiences will enrich our own understanding of discrimination and enable us to implement more effective strategies to combat it within our own campus environment.

In conclusion, I am excited about the prospects of this research visit to Brown University and the potential it holds for advancing our understanding of caste-based discrimination. By expanding the boundaries of our survey and leveraging the knowledge acquired, we can make significant strides in creating a more inclusive and equitable campus environment. I look forward to sharing the data and insights gathered from this visit with KCLSU, as it will pave the way for future surveys and initiatives aimed at addressing discrimination in all its forms. Together, we can foster an environment that upholds the principles of fairness, respect, and equal opportunity for every member of our campus community.

Achievement on Caste-based discrimination policy:

I am thrilled to announce a momentous achievement in our ongoing endeavours to promote equality and combat discrimination at King's College London. Following my proposal, I am overjoyed to share that KCL has embraced the idea of **recognizing caste as a distinct example** within its policies on discrimination – recognising its existence. This progressive decision signifies a significant stride towards fostering a more inclusive and equitable environment at our esteemed institution.

The acceptance of my proposal by KCL demonstrates the university's unwavering commitment to addressing discrimination comprehensively. By acknowledging caste as a category of discrimination, KCL acknowledges the unique challenges faced by individuals who have been subjected to caste-based prejudice. This recognition signifies the university's dedication to promoting inclusivity, diversity, and respect for all members of our community.

The inclusion of caste as a category within KCL's policies is the culmination of extensive consultations and collaborative efforts involving various stakeholders within the university. Through inclusive discussions with students, faculty members, and representatives from diverse backgrounds, we have fostered a shared understanding of the significance of addressing caste-based discrimination. This

collective engagement has played a pivotal role in shaping KCL's inclusive policies and establishing a framework to effectively combat discrimination in all its forms.

The acceptance of caste as a category within KCL's policies goes beyond mere symbolism; it has tangible implications for ensuring a more equitable and just campus environment. By incorporating caste-based discrimination into its policies, KCL will be better equipped to identify and address instances of prejudice, provide support to those affected, and implement proactive measures to prevent discrimination from occurring. This commitment underscores KCL's dedication to fostering an inclusive culture that values and respects the dignity of every individual, regardless of their caste background.

To further cement this commitment, I have tabled the agenda for recognizing caste as a category of discrimination before the KCLSU board. This crucial agenda will be deliberated and put up for approval during the upcoming board meeting scheduled for the 20th of July. The involvement of the KCLSU board ensures that decisions impacting the student body are made in a democratic and transparent manner, reflecting the collective will of the student community.

The board's approval of this agenda will be a momentous occasion, signifying our commitment to combatting caste-based discrimination. It will serve as an official endorsement of our efforts and reinforce the university's stance against all forms of prejudice. Through this approval, KCL will send a resounding message that it stands united in creating an inclusive and supportive campus environment for all students.

Achievements:

What I've Accomplished As KCLSU President

During my tenure as the KCLSU President, I focused on addressing the pressing issue of the cost-of-living crisis in the UK. There were significant milestones that I worked towards that will have a positive impact on the student community. Here are some of my noteworthy efforts:

- **[Installation of free sanitary products](#)**: Recognising the importance of menstrual hygiene and accessibility, I successfully continued the advocacy for the installation of free sanitary product dispensers across all King's campuses, which this year, King's committed to providing. This initiative aimed to ensure that no student would face barriers in accessing essential sanitary products.
- **[Increase in hardship funding](#)**: By understanding the financial challenges faced by many students, I co-founded and lead the 'All We Need Campaign' that contributed to an increase in the amount of hardship funding available at King's. This increase will help alleviate the financial burdens faced by students who are struggling to meet their basic needs.
- **[Enhanced King's living bursaries](#)**: Further supporting students from disadvantaged backgrounds, I lead the campaign lobby that pushed for an increase in the amount of King's Living Bursaries. The additional support for those in receipt of the King's Living Bursary will help alleviate financial strain on the recipient, allowing them to focus more on their studies and personal development.
- **[Reduction in food prices](#)**: I recognized the importance of affordable food options on campus during the Cost Of Living crisis. I managed to meet the King's estates management to look at reducing the cost of food prices on all campuses. I am proud of the achievement of the KCL and KCLSU Saver Menus that I spearheaded.

Through the concerted efforts of myself and the support of Student Officer team in actively lobbying for change with others on the '[All We Need Campaign](#)', I am pleased to state that [King's announced a £3 million](#) package of support for students that I know will tremendously help in making an impact on student wellbeing.

Furthermore, in my pursuit of inclusivity, I organised a hugely successful **Ramadan Iftar event** that saw students from other London Students' Unions join such as LSE, Imperial College, SOAS, and UCL fostering a sense of community and understanding among diverse student populations. The event celebrated religious diversity and promoted unity on campus.

I also organized an external speaker event for the Islamophobia Awareness Month. The event was organized on King's campus and was a great success. The event aimed to raise awareness about the rising Islamophobia and to provide a platform for students to voice their concerns. The event included a speech by a notable speaker, followed by a Q&A session. The significance of the event was to promote understanding and respect for the Muslim community and to combat the negative stereotypes and discrimination that they often face.

As co-chair of the KCL Freedom of Expression Standing Advisory Group, I was keen to ensure freedom of expression was protected and respected within the university community. This work was done in collaboration with King's so that there are pathways for students to freely express their ideas and engage in meaningful discussions.

By being a member of the KCL Academic Board, the student officer team and I actively advocated for improvements in procedures related to timetables and Mitigating Circumstances Forms. By addressing these administrative challenges, we hope that our contribution will help support a more efficient and student-friendly academic environment.

Lastly, as the sole student Council member of King's College London, I advocated for students' rights and well-being. I particularly focused on raising awareness about the self-censorship of students due to the Prevent strategy and actively supported initiatives to ensure that students felt safe and supported in expressing their views.

King's College Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-08.2
Status	Final
Access	Public/Members and senior executives

KCLSU/KCL Memorandum of Understanding

Action required

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

Motion: That the Memorandum of Understanding between King's College London and the King's College London Student Union be approved, to be effective 1 August 2023.

Paper Explanation for Members

Why is this paper being presented?	The Memorandum of Understanding outlines the elements of the formal relationship between the College and KCLSU. It is approved annually by Council for King's and the KCLSU Board of Trustees for the Student Union.
What are the key points/issues?	<p>Key amendments this year are:</p> <ul style="list-style-type: none"> • Addition of para 2.6 re KCLSU's hopes for the relationship, to mirror 2.5 which concerns' Council's hopes • Changes to paras 8.3 and 8.4 re funding process • Changes throughout to reflect those areas where the KCLSU Board of Trustees has delegated authority to the KCLSU CEO • Additional provisions (paras 12.2, 12.3) re student discipline <p>All proposed changes have been negotiated with members of the King's senior executive team.</p>
What is required from members?	Review and approval.

Paper Submitted by:

Professor Adam Fagan, Vice-President (Education & Student Success)

Mohd Yashir Khan, President, KCLSU

King's College London's Memorandum of Understanding with King's College London Students' Union

Effective date: 1st August 2023

Received and Ratified by KCLSU Trustee Board 20th July 2023

Received and Ratified by King's College Council 12th July 2023

Next Formal Review May 2024

Signed on behalf of King's College London by:

Signature:

Name: PROFESSOR SHITIJ KAPUR

Position: PRESIDENT & PRINCIPAL

Date:

Approved by the Council on: [12th July 2023]

Signed on behalf of King's College London Students' Union by:

Signature:

Name: MOHD YASIR KHAN, PRESIDENT 2022-23

Position: ON BEHALF OF KCLSU BOARD OF TRUSTEES

Date: [20th July 2023]

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APPENDIX 1 Memorandum of Understanding – general policy of Council in relation to the exercise of powers under the KCL Charter

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APPENDIX 4 Summary of Schedule of Space Occupied

APPENDIX 5 Health and Safety

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King's College London
Memorandum of Understanding
[incorporating financial memorandum]
with KCLSU

1 DEFINITIONS

"KCLSU" – King's College London Students' Union (CRN: 5762196);

"Chief Executive" – the Chief Executive of KCLSU appointed by the KCLSU Board of Trustees under section 9 of this MOU;

"the College" – King's College London founded by Royal Charter granted on 14 August 1829 as amended on 13 May 2009 or its successor;

"College officers" – "College officers" – the key College Officer is the Principal, who delegates authority as required

"MOU" – the Memorandum of Understanding between the College and KCLSU; this document;

"the Council" – the governing body of the College;

"Articles" – the Articles of Association of KCLSU; considered as the KCLSU constitution for the purposes of the Education Act 1994;

"President" – the Officer Trustee elected by the members to be the President of the Students' Union and Chair of the KCLSU Board of Trustees;

"bye-laws" – the bye-laws made by the Trustees from time to time in accordance with Article 55 of the Articles;

"governing documents" – the Articles and bye-laws of KCLSU;

"Members" - members of the Students' Union being Students at King's College London and / or associate members as defined in the Articles and Bye-Laws

"KCLSU Trustee(s)" – the Officer Trustees, the Student Trustees and the Non-Student Trustees each of whom is a director as defined in the Companies Act 2006 including any statutory modification or re-enactment for the time being in force, acting as the Board of KCLSU;

"King's Student App" – The King's Student App is an App, managed by the College, which can be accessed by students either via by iOS on the App Store, Android on Google Play or on a desktop via King's Edge.

"sub-committees" – the sub-committees of KCLSU founded through the Articles, bye-laws and other documentation established from time to time by the Trustees; these committees receiving delegated powers from the Trustees;

"student activity groups" – (SAGs) - clubs, societies, campaigning groups, volunteering groups and projects, representative associations, student media groups and other student

groups as recognised within rules laid out in the governing documents of KCLSU and other documentation as decided by the Trustees from time to time;

“Principal” – the President and Principal of KCL.

2 INTRODUCTION

- 2.1 Under the powers granted by the Articles KCLSU is recognised by the College as the sole Students' Union of the College as defined in the Education Act 1994.
- 2.2 KCLSU represents the students of the College. KCLSU exists to advance the education of students of the College as laid out by the objects in the [Articles](#).
- 2.3 Unless other bodies or officers are specifically referred to below, the College acts by and is represented by the Council.
- 2.4 The aim of this MOU is to set out, under a number of heads of agreement, agreed policy on issues of common concern both for KCLSU, its members, its trustees, its administrative staff; and the College so that a clear working relationship between the two is established.
- 2.5 The Council hopes that this MOU will contribute to maintaining the excellent relationship between the Council and KCLSU and between College officers and KCLSU trustees which is in the interests of the College and of its students and that KCLSU will continue to contribute to the College Mission and strive for the degree of excellence in its activities which is an explicit part of the College Strategic Plan.
- 2.6 KCLSU hopes that the College's agreement to this MOU will support the direction of, and support for, the Students' Union as the representative body for student voice in the delivery and development of strategic plans agreed by the KCLSU Board, in line with charitable Objects, including the delivery of the joint Relationship Agreement between KCLSU and the College.
- 2.7 The Heads of Agreement within this MOU relate to the current situation. Any changes to this document required to reflect the changing needs of the College or KCLSU shall be as a result of full consultation with KCLSU and as finally determined by the Council.
- 2.8 This MOU will be effective from the date of this document until such time a new MOU is agreed.

3 THE STATUS AND RELATIONSHIP BETWEEN KCLSU AND THE COLLEGE

- 3.1 The College is a chartered corporation, i.e., it has the powers of a person of full legal capacity and is subject to common law and statute.
- 3.2 KCLSU is a company limited by guarantee and not having a share capital registered under company number 5762196; as incorporated and defined by the Articles. It is also a registered charity number 1136729.
- 3.3 KCLSU shall conduct and manage its own affairs in accordance with the governing documents as agreed by the Council and the KCLSU Trustees.
- 3.4 The general policy of the Council in relation to the exercise of its powers is detailed in [APPENDIX 1](#) to this MOU. In this Appendix the Council affirms its commitments

to the self-government and autonomy of KCLSU under its own governing documents consistent with the law and with the Council's obligations.

- 3.5 In recognition of its responsibilities in particular as a result of the Education Act 1994, Part II, the Council has approved a Code of Practice attached as [APPENDIX 2](#) to this MOU. This MOU follows from the Code and should be read in conjunction with it.
- 3.6 The Council and KCLSU note that the College is the sole corporate member of KCLSU as defined by and with voting rights as specified in sections 8.1.3 and 22.2 of the KCLSU and College Articles, respectively.

4 MANAGEMENT, ACCOUNTABILITY AND THE LAW

- 4.1 The Principal has the discretion to confer student status on the Officer Trustees as defined in the Articles.
- 4.2 The College Council has appointed the Executive Director of Students and Education or designate to oversee the electoral procedures of KCLSU, and in accordance with the bye-laws a Returning Officer, independent both of KCLSU and the College shall be appointed annually by agreement between the College and KCLSU.
- 4.3 The Council, on recommendation of the KCLSU Trustees, reserves the right to appoint representatives to the KCLSU Finance, Audit and Risk sub-committee and to the Governance, Policy and Compliance sub-committee, or equivalent committees as determined by the KCLSU Trustees.
- 4.4 KCLSU is obliged in all respects to act in accordance with the Charter, Statutes and Regulations of the College and to comply with all College rules, procedures and codes of practice and any government legislation relating to its activities and operations. The KCLSU Trustees agree to ensure KCLSU complies with such rules, procedures, codes of practice and legislation. College officers will provide advice as necessary to facilitate compliance in the best interests of the College.
- 4.5 The KCLSU Chief Executive will immediately inform the Senior Vice-President (Operations) or designate of any legal proceedings taken, threatened or proposed against KCLSU; and of any situation that may give rise to a claim by or against KCLSU. The KCLSU Chief Executive, on behalf of the Trustees, will discuss with the Senior Vice-President (Operations) any intention of KCLSU instigating legal action against another individual or legal entity prior to commencing such action; and whether any such action will proceed in a way that would damage the interests or reputation of the College.
- 4.6 KCLSU will comply with all data protection legislation, including the UK General Data Protection Regulation (GDPR) and Data Protection Act (2018) and any related College policies and procedures in accordance with APPENDIX 6.

5 ALLOCATION AND MANAGEMENT OF STUDENT AREAS

- 5.1 KCLSU will be provided with certain premises fit for the general furthering of its purpose and objectives, as laid out in the Articles, together with other areas in the

College where KCLSU may carry out trading activities. The College is not bound to provide any fitting out of such space.

- 5.2 The College will endeavour to preserve the areas used for student activity. However, the College may, after consultation with KCLSU, having given a reasonable notice period which for the purposes of this agreement will be at least twelve months (unless changed by mutual agreement between the College and KCLSU) alter, withdraw or limit the use of such areas if it deems it reasonable to do so. In such cases, the College will use its best endeavours to find suitable alternative space within such reasonable notice period. Any requests by KCLSU, its student activity groups and other affiliated bodies, for the allocation or use of additional space in the College, which is not part of an academic department or listed at APPENDIX 4, should be made through the President or KCLSU Chief Executive to the appropriate College officer, Senior Vice-President (Operations) (or their appointee), as the Principal may designate.
- 5.3 The premises are the management responsibility of KCLSU. Detailed responsibilities are defined in APPENDIX 3 to this Memorandum. KCLSU will obtain the permission of the College authorities on any proposed alterations and improvements to the premises in accordance with the Heads of Terms set out in Appendix 3. Such permission will not be unreasonably withheld.
- 5.4 KCLSU will comply with statutory requirements regarding improvements and developments of space and with the Financial Regulations of KCLSU and the College. Where the College and KCLSU jointly occupy buildings, the costs associated with such improvement and development works will be apportioned between the College and KCLSU on a mutually agreed basis, such as proportion of space occupied.
- 5.5 KCLSU and its student activity groups will be permitted use of other areas in the College by agreement and subject to availability for social, recreational, educational, cultural and sporting activities, such areas remaining the management responsibility of the College. Student activity groups will complete the necessary forms, will adhere to KCLSU procedures for approving the booking of rooms and College procedures set out in the College's Room Booking Policies, including the Its My Campus Policy, and the External Speakers Policy.
- 5.6 Where KCLSU is allowing use of its premises, or facilitating the use of university premises to Student Activity Groups, events that the general public will attend or external hire to outside organisations, the requirements of the [College's Code of Practice](#) for meetings held on College premises, this MOU and other relevant College policies and procedures will be met by KCLSU. In addition, KCLSU is responsible for implementing the rules governing posters, notices, temporary signs and the distribution of literature on KCLSU premises and where student activity groups are using other College spaces.
- 5.7 The use of KCLSU facilities/external venue hire by members of the public may raise issues of liability for KCLSU and for the College. Therefore, access to and use of KCLSU facilities/venues by members of the public should be considered carefully before permission for such access or use is granted. The KCLSU Trustees will ensure

appropriate insurance cover prior to allowing such use and the Chief Executive and their designated staff will ensure such procedures are enacted.

- 5.8 KCLSU will comply with the terms of any relevant licenses held by the College when making use of licensed College spaces for student functions. Those areas, which are identified for use primarily or solely as areas for student functions, may be let by KCLSU to its student activity groups and outside organisations on the understanding that they abide by College policies, procedures and codes of practice. The College will from time to time review and determine those areas of the College that are occupied and managed by KCLSU to enable KCLSU to fulfil its objectives as laid out in this Memorandum of Understanding and KCLSU Articles.

6 RULES GOVERNING THE USE OF SPACE

- 6.1 KCLSU and its student activity groups shall be subject to controls on their use of space similar to those imposed on the College's faculties, schools and departments. In particular it is the responsibility of KCLSU to ensure that the premises allocated to it by the College are maintained in a safe and compliant state, operated in accordance with good practice, and student activity groups complete risk assessments for their events. KCLSU will also ensure that all student activity events that involve external speakers, will comply with [King's](#) and [KCLSU](#) External Speakers Policies and that suitable and sufficient risk assessments are carried out to ensure safe running of the events. KCLSU will ensure that King's staff are informed as and when required.
- 6.2 Whilst the Council's Estates Strategy Committee has the ultimate right to approve the proposed change of use of the College space, the College recognises that it is for KCLSU to determine its own priorities in the use made by it of the space allocated for its use provided that, in the Estates Strategy Committee's view, such use relates to activities that may be properly carried out by KCLSU and are in accordance with the College's interests and reputation. These may include the provision of various services to its members on a commercial or partially commercial basis either directly or (subject to proper arrangements to protect the College's position) through agreements with suitable commercial undertakings except that KCLSU will not permit third parties to occupy space or facilities without the written permission of the College. Permission of the Senior Vice-President (Operations) (or their appointee) shall also be required for any use of College accommodation for extra-Collegiate purposes.
- 6.3 Under no circumstances will KCLSU enter into an agreement to dispose of any interest in College premises (by lease, license or any form of agreement, written or verbal). The College will act as landlord in all such cases.
- 6.4 The allocation and use of space, and any changes to these, shall be subject to the College's rules and procedures, including the College's Regulations on the Use of College Buildings. Applications must be submitted via the Directorate of Estates and Facilities to the Estates Strategy Committee, or such sub-group as the Estates Strategy Committee may designate, for formal approval. No change in the allocation or use of space may be made until such approval has been given.
- 6.5 No negotiations or enquiries of any sort may be entered into by KCLSU with any local authority planning department or any health authority without the prior approval of the Executive Director of Estates and Facilities or their designated

nominee to whom any Notice received from such Authority must be passed immediately. The KCLSU Chief Executive will e-mail the Executive Director or their designated representative regarding their intent, and to make a request for approval, prior to the submission of any minor planning applications. The Executive Director of Estates and Facilities will reply within ten working days, failing which the Chief Executive will seek permission from the designated College officer, as decided by the Principal, to make the planning authority application.

6.6 As provided in the College's Regulations, the College may use accommodation allocated to KCLSU for examination purposes after due notice, and may use such accommodation for other College functions after consultation between the Senior Vice-President (Operations) (or their designate) and the President and CEO of KCLSU where suitable accommodation is not available elsewhere in the College. If such use of allocated space will result in loss of income for KCLSU, the College and KCLSU agree to negotiate an appropriate level of reimbursement.

6.7 The allocation, use and modification of space shall be subject to inspection and approval by College officers, as appropriate, including:

6.7.1 **Executive Director of Estates and Facilities** or designate:

- (a) Must authorise all physical alterations to space, other than simple redecoration, in accordance with College Project Management Procedures.
- (b) Must be notified of any change in the allocation and/or use of space so that this can be recorded on the College's database.
- (c) Will exercise control over the repair and maintenance of the fabric of buildings and building services.
- (d) Must be notified of any changes relating to access, control and the security of persons, equipment and buildings.

6.7.2 **Director of Health and Safety Services**

For compliance with fire and health and safety regulations [APPENDIX 5]

6.7.3 **Senior Vice-President (Operations)**

For compliance with legislation and with the terms of this MOU.

The following College officers should also be consulted about the allocation, use and modification of space as appropriate.

6.7.4 **The Executive Director of Estates and Facilities**

For consideration of sports, leisure, catering and residences issues and for compliance with health and safety legislation. The Executive Director should be notified of changes in direct service provision which may impact upon corporate provision such as new catering outlets for

consideration of potential interaction with the College's Catering and Conference operations.

6.7.5 Vice-President (Finance) & Chief Finance Officer

In connection with insurance requirements, value for money studies and financial advice.

In areas under the management control of the College which are used for student activity, KCLSU shall not permit any alterations to the internal structure or décor, other than the temporary displacement of furniture. No games machines, video games or like equipment may be installed in these areas without the permission of the Director of Estates and Facilities or such other officer as the Principal may designate.

- 6.8 KCLSU shall be responsible for notice boards at designated locations across the College's campuses. KCLSU will take steps to ensure that all notices posted on these notice boards include an English translation if written in any foreign language (such translation to be in the same size typeface as the foreign words) and do not include racist, sexist or otherwise offensive language or images. In addition, KCLSU is responsible for ensuring that posters, notices, temporary signs and literature distributed in KCLSU premises, or produced by KCLSU sanctioned clubs and societies comply with the above rules.

Campuses	
Strand Campus – Main College Corridor	3 Large Boards
Strand Campus – South East Wing & Undercroft Bush House buildings	13 Boards
Strand Campus – Chesham Building	1 Board
Guy's Campus – Old Guys House East Wing and West Wing	10 Boards
Guy's Campus – New Hunts House	2 Boards
Guy's Campus – Henrietta Raphael	2 Boards
St Thomas' Campus	3 Boards
Denmark Hill Campus – Penthouse	4 Boards
Denmark Hill Campus – Weston Education Centre	1 Board
Waterloo Campus	2 Boards
Maughan Library	2 Boards

Halls of Residence	
Stamford Street	2 Boards
Great Dover Street	1 Board
Wolfson House	1 Board
KCH	1 Board

7 IT/TELEPHONE NETWORK

KCLSU agrees to respect and abide by King's policies and procedures regarding the use of IT and telephone network.

8 FINANCE

- 8.1 The Council is required under the Education Act 1994 to take such steps as are reasonably practicable to ensure that KCLSU is accountable for its finances and that the financial affairs of KCLSU are properly conducted, as well as ensuring that arrangements exist for the approval of the KCLSU block grant and the monitoring of its expenditure by the Council. The Chair of KCLSU Finance, Audit and Risk Sub-Committee and the KCLSU Chief Operating Officer/Finance Director and CEO (or other delegated alternate) will meet termly with the College Chief Finance Officer and Principal (or other delegated SVP) to review KCLSU financial affairs on a termly basis.
- 8.2 In addition, the Principal has a key role in the financial affairs of the College as a whole, including KCLSU. As the Accountable Officer under the College's conditions of registration with the Office for Students (OfS) the Principal is responsible and accountable to the OfS and ultimately to Parliament for ensuring that the uses to which the College puts public funds are consistent with the purposes for which the funds were given, as well as responsibility to ensure that expenditure is consistent with charity law. KCLSU recognises and accepts the role of the Principal in this respect.
- 8.3 The Council will award an annual grant to KCLSU in the context of its approval of the College's annual budget. The College will review the KCLSU block grant annually in its Planning Round, in consultation with the KCLSU President, Chief Executive and Chief Operating Officer, under delegated authority from the KCLSU Trustees. Based on this scrutiny in the context of the College's annual block grant, the College will allocate funds to KCLSU by means of a grant. The annual grant discussion will be part of the College's Budget procedure and, similar to all College departments, it will be discussed in three-year cycles using indexing according to the same annual inflation and efficiency assumptions used by the College for its own planning (including salary increase assumptions) purposes. The decision on the calculation method will be subject to discussion between the KCLSU CEO, the KCLSU President and Sabbatical Officers and the King's Senior Vice President – Operations. Additional needs, should they be required will be subject to separate negotiation. For the avoidance of doubt, KCLSU does not pay a space charge. An occupancy charge will be recorded in the Annual Accounts based on KCL's annual space cost calculation, but this will be a non-cash item.
- 8.4 The key objective for the funding model is to provide a sustainable basis for KCLSU to continue to provide ongoing services to students, as well as to support the student experience, as expected by the College and the student community, as set out in the Relationship Agreement and KCLSU strategy.
- Under separate written agreement with the College, KCLSU agrees to provide Associate Membership services to students of The Courtauld Institute. The funding for these services to be included in the block grant funding arrangements from 2023/24.
- 8.5 As trustees of public money, it is the responsibility of the Council and the KCLSU Trustees to ensure that the funds made available to KCLSU are properly discharged. KCLSU is accountable to the Charity Commissioner for ensuring that the accounting and reporting requirements of the Charities Act 2010 and succeeding legislation are met and will report to Council on that basis. Financial

reports of KCLSU should be published annually and made available to the members and the Council. The reports should list donations to external organisations. The procedure for KCLSU's internal allocation of its resources should be written, fair and accessible to the College and the members.

- 8.6 The KCLSU Trustees, on advice from the KCLSU Finance, Audit & Risk sub-committee, will approve the KCLSU annual budgets.
- 8.7 The College's Audit, Risk and Compliance Sub-committee will report to the College Chief Financial Officer and VP Finance (CFO) on any fraudulent or irregular procedures in the management of public funds, or those resulting from KCLSU trading activities.
- 8.8 It is the responsibility of the KCLSU Trustees, **as delegated to the Chief Executive**, to ensure that adequate insurance cover is maintained for all aspects of the business. The exception to this is insurance cover for buildings which is the responsibility of the College.
- 8.9 Before entering into any borrowing agreements, lease agreements, guarantees or indemnities that may incur contingent liabilities, KCLSU will **discuss and** obtain the written approval of the College's Chief Finance Officer.
- 8.10 Any improper action by KCLSU or any organisation under the control of KCLSU which results in costs to the College, in particular as a result of 'an official KCLSU occupation', will result in the full costs incurred by the College being recovered from the Union by the College by the withholding or reduction of grant as determined by the Principal.

9 TRADING ACTIVITIES

- 9.1 KCLSU may operate legitimate trading activities in the College consistent with its purpose and objects within its governing documents. Should it wish to majorly alter the nature of a current trading outlet or introduce a new one it must notify the Senior Vice-President (Operations), or such other officer as the Principal may designate, who will need to determine the space which can be allocated and the terms under which that allocation is made. They will also need to satisfy themselves that the proposed trading activity integrates with the College's own plans for trading outlets.
- 9.2 Should King's wish to majorly alter the nature of a current trading outlet or introduce a new one it shall inform the Chief Executive of KCLSU of the planned changes.
- 9.3 Trading activities where the College and KCLSU hold a joint interest shall be discussed through the relevant operational meetings and where appropriate

operational agreements created. This may also include the alignment of respective security and other relevant service arrangements.

- 9.4 The College and KCLSU will endeavour to maintain complementary facilities where both operate discrete catering operations that compete for the same trade.
- 9.5 KCLSU may use any profits received from its trading activities or rental charged to its franchises to fund the pursuit of its Objects as laid out in the Articles.
- 9.6 No premises license application will be made, or license entered into, without the prior approval of the Director of Estates and Facilities, or other College Officer as designated by the Principal. KCLSU will ensure that relevant license law is adhered to in relating to both premises and personal license within the entertainments and license trade activities undertaken by KCLSU.
- 9.7 KCLSU will keep the Director of Estates and Facilities, or other College Officer as designated by the Principal, informed of any planned temporary or permanent proposals that majorly vary the terms and conditions of any premises license held by KCLSU.
- 9.8 KCLSU will be responsible for tax registration, compliance and payment of all taxes including VAT and Corporation Tax as a result of student activity.
- 9.9 King's and KCLSU shall always endeavour to keep open communications wherever possible, and engage with the student officers to ensure that student experience remains a chief consideration for the development of new spaces and opportunities.

10 STAFF MATTERS

- 10.1 The KCLSU Trustees shall appoint a Chief Executive of KCLSU, who shall be responsible for ensuring, through appropriate line management procedures, that KCLSU Staff conduct their duties in line with the governing documents of KCLSU and the policies decided by the KCLSU Trustees. KCLSU Staff shall be under the direct management control of the Chief Executive, who is in turn directly and solely accountable to the KCLSU Trustees.
- 10.2 KCLSU permanent employees shall be treated as College Staff for the purposes of access to internal College staff training and development courses, staff discounts and use of College/Guys and St Thomas' (GSTT) childcare facilities. Changes to any processes will be discussed during termly HR Partnership meetings.

11 COMPLAINTS AGAINST KCLSU UNDER THE EDUCATION ACT

- 11.1 The governing documents of KCLSU provide for a [complaints procedure](#) for use by students not satisfied in their dealings with KCLSU. Complainants not satisfied having utilised in full the procedures internal to KCLSU, have a right to refer the matter to the College for consideration under the [College's Student Complaints](#)

[Procedure](#), details of which are published in the Student Guide to the Regulations distributed to all students at enrolment and available on the College's website.

11.2 See also section 5 under Appendix 2: Code of Practice, Complaints against KCLSU under the Education Act.

12 DISCIPLINE

12.1 The governing documents of KCLSU provide for a [disciplinary procedure](#) in relation to incidents of misconduct. In finalising a decision on whether a complaint remains within the KCLSU process, or is superseded by the College's misconduct process, KCLSU will take account of the outcome sought by the aggrieved student. Serious offences will be reported by KCLSU to the Executive Director of Students and Education before KCLSU action is considered or taken. Any College decision to proceed under the College Misconduct Regulations will normally take precedence and KCLSU proceedings will cease unless KCLSU and the College agree otherwise in writing.

12.2 For the avoidance of doubt, serious offences of a disciplinary or misconduct nature to be reported to the College are those where: potential criminal activity has taken place, or where emergency services have been called to intervene; where there is a reputational risk to King's and/or KCLSU; or where the incident attracts media attention. Other serious misconduct cases to be reported to the College will be considered on a case by case basis in line with the KCLSU Members' Privacy Policy.

12.3 Where action is taken by King's to suspend a student under emergency powers under King's academic regulations to safeguard the King's community, or under the College's Non Academic Misconduct Policy as a misconduct outcome, such outcome may raise a potential safeguarding issue for KCLSU student group activities, events and spaces. In these circumstances, the suspension imposed by King's will extend the suspension to membership of KCLSU and KCLSU will be advised accordingly. KCLSU will also be informed when the suspension is lifted or extended. KCLSU will contact the member to advise them of the application of the

suspension from KCLSU activities, events and spaces and also inform them of their right to continue to access KCLSU Advice & Support.

13 MEDIA

- 13.1 All material published by KCLSU, including by student media groups, is independent of the College and no responsibility will be accepted by the College for it.
- 13.2 Material which is unlawful must not be published. KCLSU is required to ensure this is so. KCLSU (including student media groups) shall also operate in accordance with the National Union of Journalists' Code of Conduct.
- 13.3 Any trading activity carried out by student media groups or any other KCLSU media activities will be subject to the same constraints as other KCLSU trading activities.
- 13.4 KCLSU and the College will share press statements, and intended communications to the student body on matters of mutual interest, in advance where this is appropriate and when the topic affects both organisations.
- 13.5 KCLSU, including activity groups, will consult with the College in advance if filming will take place on campus, either at an event or any other activity. Both external Press and Student Media outlets will comply with the [King's Filming Policy](#).

14 USE OF THE COLLEGE CREST AND THE "KING'S COLLEGE LONDON" TRADEMARK

- 14.1 The university crest, university logo and the 'King's College London' title are the property of the College and KCLSU shall have the non-exclusive right to reproduce them without charge for social and commercial purposes, provided that the style of use complies with the conditions that are laid down by the College to protect its property and interests, including those imposed upon it by the College of Arms. Any new use of the university crest, university logo and the 'King's College London' title, including their use on internet pages, in registered web domain names and in digital media should be referred to the Senior Vice-Principal (Operations) for approval. Referrals may be delegated to the Head of Corporate Design, or alternate, (contact brand@kcl.ac.uk) and be satisfied that the proposed use by KCLSU integrates with the College's own use of the crest, logo and title.
- 14.2 KCLSU remains responsible for the protection of its own trademark and intellectual property. Where the KCLSU logo and brand is used by College departments for cross-collaboration and joint communications work, the KCLSU brand guidelines should be followed by King's. The KCLSU brand guidelines are available on request from media@kclsu.org.

15 HEALTH AND SAFETY

Summary

To ensure Kings College London Students' Union (KCLSU) and King's College London (King's) fulfil their obligations under the Health and Safety at Work Act 1974 and regulations made under the Act such as the Management of Health and Safety at Work Regulations 1999 and any other relevant legislation (e.g. the Regulatory Reform (Fire Safety) Order 2005), both are committed to working together to ensure, through their respective safety management systems, that they will manage their activities to meet statutory requirements. The College will cooperate and coordinate as necessary to help facilitate compliance.

- 15.1 KCLSU will comply with the requirements of the Health and Safety at Work legislation and will have a Health and Safety Policy and a written method statement for implementing its Policy.
- 15.2 The KCLSU Trustees are responsible for health and safety matters in KCLSU and will have the same delegated responsibilities in this respect as those defined in the [College Health and Safety Policy](#) document for a Head of Department and as detailed in APPENDIX 5, Memorandum of Understanding between the College and KCLSU on the Health and Safety issues.
- 15.3 The Chief Executive, or their nominated deputy the Chief Operating Officer, for reasons of continuity will be the Health & Safety Lead for KCLSU, advising the Trustees and/or delegated sub-committee as appropriate.
- 15.4 KCLSU Health and Safety matters will be delegated to the KCLSU Finance, Audit and Risk Sub-Committee. Its remit will involve receiving reports on Health and Safety matters from the KCLSU Health and Safety Committee, advising the KCLSU Trustees on such matters as affect the safety of students and others on KCLSU premises, in other facilities managed by the KCLSU, and at student functions and events elsewhere, and ensuring the safety of equipment owned by KCLSU and its student activity groups wherever located.

The KCLSU Health and Safety Committee will make regular reports to the KCLSU Trustees and will submit an annual report to the College Health and Safety Management Group. KCLSU Chief Operating Officer will represent KCLSU on the College Health and Safety Management Group.

- 15.5 Health and Safety matters affecting students at all campuses will be reported to the relevant faculty/directorate and Students and Education Directorate as well as to the relevant King's Health & Safety officers. Students' concerns reported to KCLSU over Health and Safety matters that affect King's, or are a joint responsibility shared with KCLSU, will be forwarded to the appropriate College officer through the KCLSU CEO or designate.

16 COMMUNICATION WITH THE COLLEGE

- 16.1 The main channel of communication between the College and KCLSU will be via the KCLSU President and the Principal who will meet regularly. KCLSU Trustees and sabbatical officers in general, however, may liaise directly with members of the administration on relevant issues. The Principal and other relevant College Staff and Officers will meet with sabbatical officers, senior KCLSU Staff and Trustees from time to time or as necessary.
- 16.2 These and other current channels of communication between KCLSU Trustees, the KCLSU Chief Executive, Deputy Chief Executive, the KCLSU sabbatical officers and members of the College Administration shall be maintained but their effectiveness will be kept under review. In addition, more formal reporting procedures shall be maintained to assure the College that KCLSU is carrying out its responsibilities in

accordance with this Memorandum of Understanding. KCLSU shall report formally to the College on the following activities:

- (a) Audited accounts presented annually, after approval by the KCLSU trustees, to the College Director of Finance and to the College Finance Committee for review
- (b) Significant Facilities and Estate management matters to the College Estates Strategy Committee through the Executive Director of Estates and Facilities
- (c) Health and Safety matters to the College Health and Safety Management Group
- (d) Election report by the Returning Officer to the College Council.

16.3 KCLSU shall also publish an Annual Report, that has been already approved by its Board of Trustees, for submission to its members at an Annual General Meeting and for subsequent submission to the next meeting of the Council. The Report shall contain:

- (a) A statement that KCLSU operates in a fair and democratic manner and that it has properly accounted for its finances.
- (b) A report on KCLSU finances including procedures for allocations to student activity groups; a report of any charitable collections; a list of the external organisations to which KCLSU has made any donations in the period to which the Report relates and a report of its current affiliations.
- (c) A report on the conduct and outcome of elections of Officer and Student Trustees, and appointment of Lay Trustees.

17 **SERIOUS INCIDENT REPORTING**

As a registered charity, KCLSU has a responsibility to the Charity Commission to report any “serious incidents”, to the Commission as soon as is reasonably possible after it happens, or immediately after the charity becomes aware of it. Any serious incidents that KCLSU needs to report to the Charity Commission should also be reported to King’s through the Senior Vice-President (Operations).

The Charity Commission definition of a reportable serious incident is: “An adverse event, whether actual or alleged, which results in or risks significant: harm to your charity’s beneficiaries, staff, volunteers or others who come into contact with your charity through its work; loss of your charity’s money or assets; damage to your charity’s property; harm to your charity’s work or reputation”.

18 **REPORTING REQUIREMENTS**

As a general principle, KCL and KCLSU will be cognizant of each other’s reporting requirements by legal and regulatory bodies, including the requirements of the Office of Students. Where information is required by regulatory bodies, King’s and KCLSU will assist each other with the provision of information to meet the reporting requirements.

19 **STATUS OF THIS MEMORANDUM**

- 19.1 The document is intended to clarify the working relationship between the College and KCLSU covering responsibilities of common concern to both parties. The College and KCLSU express their firm intention to abide by its provisions. It reflects the current position and will be reviewed from time to time to reflect the changing needs of KCLSU and the College. Any changes will be reported to the Council.

APPENDIX 1

Memorandum of Understanding

King's College London

The College Council and KCLSU

This Appendix sets out the general policy of the Council in relation to the exercise of its powers under the King's College London Charter [Article 10], Statutes [Statute 7(m)] and Ordinances [Ordinance F3].

1. The Council affirms its commitments to the self-government and autonomy of KCLSU under its own governing documents.
2. The self-government and autonomy referred to in the preceding paragraph must be consistent with the law and with the Council's obligations.
3. The College's Charter and Ordinances and an Act of Parliament [Education Act 1994, s.22 (2) (b)] require that the KCLSU's Articles, being the KCLSU's constitution, are subject to approval by the Council.
4. The Council affirms that it will normally expect to approve KCLSU's Articles, or amendments to the Articles, which have been properly considered and endorsed by KCLSU's Trustees and would refuse to do so only in exceptional circumstances.
5. The exceptional circumstances referred to in the preceding paragraph cannot be defined comprehensively, but could include the following: non-compliance with the requirements of part II of the Education Act 1994; non-compliance with the law on charities; non-compliance with the College's obligations under its conditions of registration with the Office for Students (OfS) or other requirements relating to finances and resources; provisions curtailing the normal democratic procedures within KCLSU or the rights of individual members; provisions incompatible with the Charter and Statutes; or with any codes, rules or regulations approved by the Council already in existence.
6. KCLSU's Trustees are asked to give as much notice as possible to Officers of the College before amendments to the Articles are brought before the Council. This is to ensure any possible problems can be identified and discussions can take place.
7. Where a problem as mentioned in the preceding paragraph has arisen and discussions between the College and KCLSU have not resolved the differences, the proposed change should be brought to the Council together with explanatory statements from the President of the KCLSU and the Principal of the College.
8. If the Council is of the view that further discussions should take place or some changes should be made to the proposals before approving them, it will normally defer the matter to its next meeting rather than formally disapproving them.

9. If agreement cannot be reached in this way or the Council does refuse to approve the proposals, it will normally be the case that the status quo will continue, and the existing Articles or parts thereof will continue in force. Only in exceptional cases, such as where there are no such current provisions or change is required by law, will the Council consider introducing changes itself.
10. If the Council, in accordance with the preceding paragraph, is of the view that changes are required following its refusal to approve the proposal, it will ask the Principal to arrange for discussions to take place with the KCLSU Trustees with a view to reaching agreement so as to avoid a situation where the Council must itself introduce provisions into KCLSU's Articles which have not first been approved by KCLSU in the normal way.
11. Bye-laws and changes to the bye-laws by the KCLSU Trustees are subject to the written (by electronic means or letter) approval of a senior College Officer, designated by the Principal, on behalf of the College Council, whose approval shall not be withheld other than in exceptional circumstances such as those outlined in paragraph 5. Where discussions between the College and KCLSU are unable to resolve a problem relating to proposed bye-laws or changes to bye-laws, the matter shall be referred to the Council to consider and resolve in accordance with paragraphs 7-10 above (substituting 'bye-laws' for 'Articles' as appropriate).
12. The Council hopes that this appendix, while recognising the Council's obligations under the law, will contribute to maintaining the excellent relationship between the Council and KCLSU and between College Officers and KCLSU Trustees which is in the interests of the College and of its students.

APPENDIX 2

EDUCATION ACT – CODE OF PRACTICE

Policy Category:	Governance
Subject:	Compliance with the Education Act 1994, section 22
Approving Authority:	College Council
Responsible Officer:	President & Principal
Responsible Office:	College Secretariat
Related College Policies:	General Policy of the Council in Relation to the Exercise of its Powers under the King's College London Charter (Article 10), Statutes (Statute 7(m)) and Ordinance F3 KCLSU and King's College London Relationship – Statement of Commitment King's College London's Memorandum of Understanding with King's College London Students' Union
Effective Date:	1 August 2023
Supersedes:	November 2013; 28 June 2011; 24 January 2019
Next Review:	July 2026

I. Purpose & Scope

This Code of Practice covers student organisations within the College which are defined as students' unions for the purposes of the Education Act 1994, namely the King's College London Students' Union (KCLSU). It outlines the responsibilities and expectations of the Council of King's College London (hereafter 'the Council') with respect to the establishment and conduct of the student union in meeting the requirements of the legislation.

Beyond this Code, additional policies and practices have been agreed between the College and the KCLSU which describe in more detail the relationship between the College and the KCLSU and their shared priorities, along with further information about the way in which the organisations work together. The current additional documents are noted and linked above under Related College Procedures and Related College Policies.

II. Policy

1. MEMBERSHIP

All enrolled full-time and part-time students of the College are entitled to be full members of KCLSU.

2. THE RIGHT NOT TO BE A MEMBER

- 2.1 Every student has the right not to be a member of KCLSU.
- 2.2 Students will be informed of their right not to be a member by means of this Code of Practice, which will be brought to the attention of all students annually as part of the enrolment process. Students wishing to exercise their right to opt-out of KCLSU may do so at any time after enrolment by informing KCLSU through a link available on the KCLSU website. Their College enrolment card will indicate non-membership of KCLSU.
- 2.3 A student who exercises the right not to be a member will not be permitted to re-join KCLSU until the beginning of the academic term following withdrawal.
- 2.4 Students pay no fee to be members of KCLSU; consequently, there are no rebates for choosing non-membership.
- 2.5 Students who exercise their right not to be a member of KCLSU will be entitled to make use of any of the services and facilities of KCLSU upon payment of the appropriate fee or charge for the service which shall not be higher than that charged to members of KCLSU and as further detailed in the KCLSU Articles.
- 2.6 Students who exercise their right not to be a member of KCLSU will not be entitled to do the following:
- Participate in the government, administration and management of KCLSU or any of its student activity groups including not being able to vote, hold office or nominate candidates for posts.
 - Represent KCLSU on any College committee
 - Represent KCL or KCLSU in any competitive sport
 - Join KCLSU ratified student activity groups
 - Book/hire the KCLSU's entertainment venues at a reduced fee
 - Be members of the National Union of Students and will forfeit any monetary or other benefits that would result from that membership

3. CONSTITUTION AND PROCEDURES

Constitution and Articles of Association

- 3.1 The conduct of KCLSU and the manner in which the requirements of the Education Act 1994 will be met are detailed in the governing documents of KCLSU as approved by the Council (or in the case of bye laws, by the Returning Officer on behalf of the Council). The Articles of Association, comprising KCLSU's constitution, will be reviewed by KCLSU Board of Trustees and the Council every five years, or more frequently if required by the Council, KCLSU or legal obligation.

- 3.2 Copies of the governing documents will be made available for inspection by any member of the College in hard copy in KCLSU offices, in designated College offices, in designated College Libraries, and online through the KCLSU website.

Elections and governance

- 3.3 Provision in the governing documents, as required by the Education Act, has been made concerning the following:
- 3.3.1 Elections to prescribed KCLSU positions of office shall be by secret ballot according to the provisions of the KCLSU governing documents, which provide that all full members of KCLSU are entitled to vote. Every full member is entitled to one vote.
 - 3.3.2 The College will agree with KCLSU the appointment of an independent returning officer to ensure that elections are fairly and properly conducted as defined in the Articles.
 - 3.3.3 Reports by the Returning Officer will be made to the Council and to KCLSU.
 - 3.3.4 No student may hold the position of Sabbatical Trustee, as defined in KCLSU's governing documents, for more than two years.

Affiliations

- 3.4 KCLSU will comply with the detailed requirements of the Education Act concerning affiliations to external bodies, in particular giving due notice of any decision to affiliate, reporting on affiliations and reviewing them. Details of external affiliations (including a list of each organization to which the KCLSU was affiliated and the amount paid to the organization by way of subscriptions or similar fees and donations in the past year) shall be published in the KCLSU's Financial Reports. The KCLSU Trustee Board will review all external affiliations during the course of preparing its annual budget and make recommendations concerning continuation or otherwise of each affiliation for consideration at the Annual General Meeting. During the required period of notice for the meeting, a written requisition may be made by not less than 5% of the full members requiring that affiliation to any particular organisation be decided upon by secret ballot in which all members are entitled to vote.

4. FINANCES

- 4.1 Financial Reports of KCLSU will be published annually and made available to members and the Council. The Report will contain a list of external organisations to which donations have been made in the period to which the Report relates and details of those donations. The Report will be available for inspection in hard copy at the KCLSU offices, posted on the KCLSU website and made available at the KCLSU Annual General Meeting.

- 4.2 The procedures for allocating resources fairly to KCLSU student activity groups will be incorporated as regulations approved by the KCLSU Trustees or designated sub-committee and circulated to student activity groups, posted on the KCLSU website, made available at the KCLSU Annual General Meeting and be available for inspection in hard copy at the KCLSU offices.
- 4.3 The regulation of the financial affairs of KCLSU is detailed in the governing documents. Responsibility is vested in the KCLSU Trustees and/or a sub-committee appointed, and/or a financial expert, as defined in the Articles on behalf of the KCLSU Trustees who will propose an agreed budget for consideration annually by the Trustees and, after its consideration, by the Honorary Treasurer on behalf of the Council.
- 4.3.1 KCLSU will keep proper accounts and accounting records and maintain a sound system of internal financial management and control. KCLSU will plan and conduct its affairs so as to ensure that its total income, is at least sufficient, taking one year with another, to meet its total expenditure and that its financial solvency is maintained.
- 4.4 The activities of KCLSU will be subject to the College Internal Auditors as appropriate. External Auditors appointed by KCLSU after approval by the Audit, Risk and Compliance Committee of the KCLSU Trustee Board will audit the accounts of KCLSU on an annual basis and the audited accounts presented to the KCLSU Trustees. They will be available for inspection by members in the KCLSU office.
- 4.5 KCLSU will not incur expenditure or take any action, which is inconsistent with the law relating to charities. In general, expenditure is proper if it can be said to be consistent with KCLSU's objects in the Articles.
- 4.6 Before entering into any borrowing agreements, lease agreements or guarantees or indemnities that may incur contingent liabilities KCLSU will first obtain the approval of the College's chief financial officer.
- 4.7 It is the responsibility of the KCLSU Trustees to ensure that adequate insurance cover is maintained for all aspects of the business. The exception to this is insurance cover for buildings which is the responsibility of the College.

5. **COMPLAINTS PROCEDURE UNDER THE EDUCATION ACT**

Complaints by any student in relation to their dealings with KCLSU or in relation to any claim of unfair disadvantage if a student has exercised their right not to be a member of KCLSU will be dealt with in three stages:

- i) By the internal complaints procedure published by KCLSU.
- ii) If the student is still dissatisfied, jointly by a panel nominated by the President and Principal of the College.
- iii) If the student is still dissatisfied, by reference to an independent person appointed by the College Council.

6. FREEDOM OF SPEECH

- 6.1 The College has approved policies on Freedom of Speech issued in pursuance of the College's duties under the Education Act (No. 2) 1986 to ensure that freedom of speech within the law is secured for members, students and employees of the College and for visiting speakers.
- 6.2 Details of these documents are on the College website and will be made available by KCLSU to those student activity groups wishing to organise meetings on campus. The conduct of meetings will be governed by these and other College policies and regulations.
- 6.3 Bookings by student activity groups must be made in accordance with the College's Student Room Booking Policy.

7. REQUIREMENT OF CHARITY & COMPANY LAW

- 7.1 KCLSU is governed by the law relating to charities, in particular charitable companies limited by guarantee. In particular, whilst it may spend money on political debate, it may not support political or other causes except in line with the Charity Commission's guidance on Students' Unions. This does not prevent student members from collecting and raising funds privately for the support of any lawful cause.
- 7.2 In consultation with the College, KCLSU will publish information on restrictions imposed on KCLSU's activities by the law relating to charities and limited companies through the KCLSU website and additional channels as appropriate.

8. PUBLICATION OF THIS CODE OF PRACTICE

- 8.1 This Code of Practice, as amended from time to time by the College in consultation with KCLSU, will be published on the College's website and brought to the attention of students through the annual enrolment process.

MOU – KCL and KCLSU

APPENDIX 3

Heads of Terms for Responsibilities for the Students' Union in relation to Estates matters.

Building fabric, equipment and services	Responsibility	Funding
Building maintenance (Long term and day to day)	KCL	KCL
Alterations and improvements to the building fabric and services	KCL	KCLSU or KCL by agreement
Sports grounds and equipment	KCL	KCL
Students' Union equipment	KCLSU	KCLSU
Utilities		
Heat, light, power, water, sewerage	KCL	KCL
Insurance		
Buildings and contents	KCL	KCL
Business Interruption; Public Liability / Employers Liability and all other insurances	KCLSU	KCLSU
Repairs		
Resulting from events such as storm damage and flood etc	KCL	KCL
Resulting from any damage to the building fabric and services caused by students in KCLSU managed premises and in events organised by KCLSU in other premises	KCLSU	KCLSU
Redecorations		
Normal maintenance cycle	KCL	KCL
Extra redecorations outside normal maintenance cycle	KCLSU	KCLSU
Security		
Access Control Systems; Security Patrols	KCL	KCL
Event security	KCLSU	KCLSU
Fire Alarm Systems	KCL	KCL
Cleaning – (including janitorial supplies)		
Strand ; Guys; (KCLSU occupied areas)	KCLSU/KCL	KCLSU/KCL
Waterloo (KCLSU occupied areas)	KCL	KCL
Windows – All Campus and as part of normal cycle	KCL	KCL
Windows - outside normal cycle	KCLSU	KCLSU
Telephones		
Rental of phones on College system	KCL	KCLSU
Calls and other charges	KCLSU	KCLSU
Data Points	KCL	KCLSU
Furniture – (KCLSU occupied areas) replacement, repair, renewals.	KCLSU	KCLSU
Postage / Mail	KCL	KCLSU
Capital Projects		

<p>Compliance testing – electrical equipment (EET/PAT testing), gas safety and other equipment safety inspections and compliance (subject to KCLSU updated asset register)</p>	<p>KCL</p>	<p>Note: KCLSU has historically been responsible for electrical equipment and gas safety compliance tests. Under agreement with KCL Estates and Facilities for 2023-24, this responsibility is passed to KCL for all compliance testing to be aligned.</p>
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APPENDIX 4

King's College and King's College Student Union

Summary Schedule of Space Occupied

Campus	Building	Floor	Area (m ²)
Denmark Hill	Student Social Space - <i>with effect from 19 July 2018</i>		238.00
Guy's Campus	Old Guy's House East Wing	Basement	360.00
		Ground Floor	323.80
	Old Guy's House West Wing	Ground Floor	604.30
	Shepherd's House	Ground Floor	21.20
Strand Campus	Bush House - Centre Block	Ground Floor	90.84
	Bush House - South East Wing	Undercroft	476.00
		Ground Floor	439.20
		Seventh Floor	620.60
		Eighth Floor	546.00
	Macadam Building	Basement 3	18.60
	Philosophy Building	Ground Floor	93.60
Waterloo Campus	Franklin Wilkins Building	First Floor	58.50
Total			3,890.64

APPENDIX 5

King's College London

Memorandum of Understanding between King's College London (King's) and (KCLSU) - Health & Safety Issues

1. Introduction

- 1.1 KCLSU, established by the Charter and Statutes of King's College London, operates under governing documents ultimately approved by the Council. The Council also exercises some control over the management of KCLSU finances in accordance with the Education Act 1994 Section 22. KCLSU is a constituent part of the College. As such, KCLSU is responsible to the College for the employment of its staff, the purchase or supply of goods and services, compliance with health and safety legislation and activities organised or supervised by KCLSU or its student activity groups.
- 1.2 Staff employed by KCLSU are responsible to the relevant line managers of KCLSU and through those managers to the CEO of KCLSU and finally to the Trustees and they have no line management connection with the College. KCLSU is responsible to the College for its employees and those affected by its activities under employment law and health and safety legislation.
- 1.3 KCLSU is responsible to the College under the Health and Safety at Work Act 1974, Section 3, for the safety of persons not in its employment, including students, in relation to risks inherent in its activities. Further, the Health and Safety at Work Act, Section 4, imposes duties on persons who control, to any extent, premises used for any trade business or undertaking to ensure their safe use by persons who are not employees.
- 1.4 The Management of Health and Safety at Work Regulations 1999 require that where two or more employers share a workplace (either on a permanent or temporary basis), all involved have to co-operate and co-ordinate their activities to ensure that all their health and safety obligations are met. KCLSU and King's are committed to working together to ensure so far as reasonably practicable, the health, safety and welfare of their respective students and employees and others including patients, visitors and temporary workers.

2. Premises occupied by KCLSU

- 2.1 General responsibility for providing and maintaining College premises made available wholly or partly for use by KCLSU shall be the responsibility of the College as employer and controller of premises made available to non-employees. The College shall undertake such maintenance, servicing and repair of the building structure, fabric, furnishings and fixed plant and services as is reasonable and in accordance with legal obligations.
- 2.2 KCLSU shall make no alteration, addition or undertake repair of premises or services, etc. or materially change the use of any building without the express approval of the College through the Director of Estates and Facilities. H&SS may be consulted regarding proposed changes but does not formally approve. Approval responsibility lies with the Executive

Director of Estates & Facilities who has strategic and operational responsibility for the estate.

- 2.3 Contractors employed by KCLSU to undertake construction work shall satisfy the [College's criteria](#) for competence and comply with plans and method statements approved by the Director of Estates and Facilities, College Safety Officer or their nominated representatives.
- 2.4 KCLSU shall cooperate with health and safety instructions issued by the College from time to time, regulating the use of its premises.
- 2.5 KCLSU shall report to the relevant Director of Estates and Facilities representative defects or damage to buildings and property belonging to the College. Such reporting from KCLSU will be directly by email to the Executive Director of Estates and Facilities by the KCLSU Head of IT and Facilities, or designate. All defects or damage will also be reported by KCLSU using the KCL Accident Management System.
- 2.6 KCLSU shall give reasonable access to members of the College for the purpose of any inspection, testing or maintenance of the building structure, fixtures, furnishings, fixed plant and equipment.
- 2.7 KCLSU shall ensure suitable emergency arrangements, e.g. fire evacuation or first aid is in place. Unless otherwise stipulated, such arrangements shall comply with, and where appropriate, utilise, College arrangements and protocols.

3. Activities organised or supervised by KCLSU including sporting and other recreational activities

- 3.1 KCLSU shall be responsible for providing and ensuring adequate health and safety standards for activities including day-to-day operational business, including entertainment license requirements, recreational, social and sports events organised or supervised by KCLSU or its staff and/or Trustees. KCLSU shall ensure compliance with any relevant statutory health and safety legislation as both an employer and, to some extent, controller of the premises wherein the events are undertaken and to discharge its general duty of care to those involved or affected by those events.
- 3.2 KCLSU shall ensure that any equipment that it provides, or is provided by any constituent student activity group, for the various activities and functions is safely used, stored and maintained. Where that equipment is fixed or connected, whether permanently or temporarily to any College premise, structure or service; its installation and use shall be approved by a nominated representative of the College and comply with any relevant National or KCL Code of Practice.
- 3.3 KCLSU shall have adequate employer and public liability insurance unless cover is provided under the College's general insurance provision.

4. Health and Safety

- 4.1 KCLSU's Trustees or delegated sub-committee are responsible for health and safety matters in KCLSU and will have the same delegated responsibilities in this respect as those defined in the College Health, Safety and Welfare Policy document for a Head of

Faculty/Department and as detailed in this Memorandum of Understanding between the College and KCLSU on the Health and Safety issues.

- 4.2 The Chief Executive, for reasons of continuity, will be the Departmental Safety Officer for KCLSU advising the Trustees and/or delegated sub-committee as appropriate. The KCLSU Chief Operating Officer is the KCLSU Health & Safety Lead with day-to-day management delegated to the KCLSU Health & Safety Officer.
- 4.3 KCLSU shall maintain a relevant sub-committee chaired by a Trustee with delegated powers over Health and Safety matters. Its remit will involve advising the KCLSU Trustees on such matters as affect the safety of students and others on KCLSU premises, in other facilities managed by the KCLSU, at student functions and events elsewhere, and ensuring the safety of equipment owned by KCLSU and its student activity groups wherever located. The sub-committee will make regular reports to the KCLSU Trustees and to the College Health and Safety Management Group. One Officer Trustee, or delegate (usually the KCLSU Chief Operating Officer who is the Health & Safety Lead), will represent KCLSU on the College Health and Safety Management Group. King's Director of Health and Safety Services will represent the College at KCLSU Health and Safety Committee as and when required.
- 4.4 KCLSU Trustees or delegated sub-committee will appoint an appropriate Trustee or member of KCLSU Staff to liaise with the College on health and safety matters.
- 4.5 KCLSU shall issue safety rules and procedures regulating the use of premises by its members and constituent student activity groups and require that individual student activity group leaders are aware of, and give effect to, health and safety standards or guidelines relating to their activities. These rules shall be subject to review by the College's Health and Safety Officer at a mutually agreed period.
- 4.6 KCLSU shall report accidents including personal injury involving staff, students or visitors and specified dangerous occurrences using the KCL Accident Management System in accordance with the College's incident reporting arrangements. Any serious incidents, requiring the attendance of emergency services, will also be reported directly to the Director of Estates and Facilities and/or the Assistant Director of Student Conduct and Appeals. All incidents and accidents, together with actions taken and mitigations to prevent recurrence (where possible), are also recorded in the KCLSU's incident management log.
- 4.7 The College's Health and Safety Services shall co-operate and co-ordinate with KCLSU in meeting its legal obligations and guidance on College Health & Safety policy.

5. Monitoring and Assurance

- 5.1 Different areas of practice will be monitored and audited as specified in either KCLSU or King's applicable associated procedures.
- 5.2 To provide overall assurance of compliance and to give effect to Regulation 11 of the Management of Health and Safety at Work Regulations, this MOU will be monitored by King's Health & Safety Services (H&SS) and KCLSU Health and Safety.
- 5.3 Information regarding pre-arranged visits by enforcing authorities and subsequent reports must be communicated to the other organisation where both organisations' activities may be affected.

Appendix 6

Data Sharing Agreement between King's College London and King's College London Students' Union (updated October 2020)

1. Overview

This Agreement between King's College London (KCL) and King's College London Students' Union (KCLSU) sets out the basis upon which Personal Data held by KCL will be shared with KCLSU, Personal Data held by KCLSU will be shared with KCL and the obligations of both parties.

Students agree to a declaration on enrolment at KCL that they have read KCL's student data collection notice, which states that KCL will transfer relevant Personal Data to KCLSU. All students at KCL are automatically entitled to membership of KCLSU and to benefit from KCLSU's services. Consequently, KCL believes that the routine transfer of Personal Data to KCLSU is in students' best interests and is unlikely to cause any prejudice to their rights, freedoms or legitimate interests. As well as receiving data on its members, KCL recognises that KCLSU also needs to receive details of students who have opted out of membership of KCLSU so that KCLSU can determine which students are eligible to benefit from the privileges, services and facilities provided to members.

Students agree on joining a KCLSU club or society that limited membership information may be passed to KCL in order to form part of the student's Higher Education Achievement Report (HEAR).

KCLSU is a registered charity and a company limited by guarantee. Compliance with appropriate statutes requires KCLSU to maintain a membership list for use in calling members for Annual General Meetings / Extraordinary General Meetings. Data from this list is also required by the elected Officers of KCLSU and Staff in other departments, especially but not restricted to those supporting students, to enable them to operate effectively. Both KCL and KCLSU are registered as Data Controllers with the Information Commissioner's Office and have Data Protection policies available for reference on their respective websites.

<https://www.kcl.ac.uk/policyhub/data-protection-policy-2>

<https://www.kclsu.org/about/kclsu/data/>

For the avoidance of doubt, this Agreement does not constitute a contract between a Data Processor and a Data Controller under Article 28 (3) of the UK GDPR. Subject to the terms of this Agreement, KCLSU and KCL shall be the Data Controller for all Personal Data transferred to them by the other party under this Agreement. Where used in this Agreement, the terms 'Personal Data', 'Data Processor' and 'Data Controller' shall have the meanings assigned to them in the UK GDPR and Data protection Act 2018.

Any question of interpretation or dispute relating to this Agreement shall be referred, in the first instance, to the Data Protection Officer at KCL (on behalf of KCL) and the Chief Operations Officer (COO), or other delegated by the KCLSU Chief Executive, (on behalf of KCLSU) who shall seek in good faith to resolve the question of interpretation or dispute. Should they fail to do so within a reasonable period, the matter may be referred by either party to the Director of Students and Education (on behalf of KCL) and the Chief Executive of the KCLSU to consider and resolve.

2. How Students' Personal Information will be used by KCLSU

Personal Data transferred from KCL to KCLSU shall be used by the KCLSU for the following purposes:

- Verification of student's identity
- Administration of elections
- Administration of clubs' and societies' memberships

- Administration of ticket sales
- To allow email, SMS and MMS communication between KCLSU and its members
- To allow email, SMS and MMS communication between its clubs' & societies' members where no email addresses / phone numbers are visible to the sender (sender: President, Student officers or other official of the club/societies)
- To ensure KCLSU is adhering to all its contractual and legal obligations.
- To ensure equal provision of KCLSU services and products to all KCL students.

Additional purposes may be added to this list from time to time by agreement between the Data Protection Officer at KCL and the Chief Operating Officer at KSLCU. As indicated in Section 1, a limited set of data on students' club and society membership will be transferred from the KCLSU to KCL for the purpose of updating students' HEAR.

3. Restrictions on the Use of Information

Personal Data provided by KCL to KCLSU shall not, without the express consent of the individual concerned, be used for the purpose of marketing services provided by organisations or individuals other than KCLSU.

KCLSU may in the course of normal operations provide Personal Data to a third party in order that they may provide services to KCLSU as a Data Processor. KCLSU, as the Data Controller, shall be responsible for ensuring that the requirements of the UK GDPR are met, including ensuring that a suitable contract is in place with the Data Processor and that the Data Processor provides a level of data security sufficient to ensure compliance with the UK GDPR and relevant UK data protection legislation.

Anonymised statistics derived from the transferred data may be compiled by KCLSU staff and may be sent to principal funders and partners inside KCL as well as third parties from whom funding is being sought to support student activities.

KCLSU may release information when required to do so by law or when required for compliance with any legal obligation (other than one imposed by contract) or a court order. Personal Data may also be used by KCLSU for contacting students or their dependents in an emergency.

4. Data to be Transferred to KCLSU

The following Personal Data shall be routinely transferred from KCL to the KCLSU:

- Full name
- Chosen name (if different)
- Date of birth
- Gender
- Nationality
- International student? (YES/NO) (based on fee status)
- Postal address
- KID (King's ID)
- Opt out of KCLSU membership (YES/NO)
- Student number
- University email address
- Opt out of email contact (YES/NO)
- Course name
- Course code
- Course faculty and/or department as appropriate
- Campus (on the acceptance that this is course related and not timetable related)
- Course end date • Course level (e.g. UG or PG)
- Mode of attendance (e.g. FT or PT, any other mode such as distance learning which may apply)
- Widening Participation status
- Ethnicity
- Disability

Additions & deletions

Additions or deletions from this list may be made from time to time by agreement between the Data Protection Officer at KCL and the Chief Operating Officer, or other delegated by the Chief Executive, at KCLSU.

5. Data to be Transferred to KCL

The following Personal Data shall be routinely transferred from KCLSU to KCL:

- KID (King's ID)
- Full name
- K Number
- Organisation name (of club or society)
- Grouping name (typically membership type such as Treasurer or President)
- Effective date
- Expiry date

Additions & deletions

Additions or deletions from this list may be made from time to time by agreement between the Data Protection Officer at KCL and the KCLSU Director of Communications, Marketing & Data .

Where a student has requested to opt out of data being shared with KCL, KCLSU shall ensure that this data is not transferred.

The Personal Data listed in sections 4 and 5 will be updated via secure mechanisms and at frequencies to be agreed between KCLSU IT and KCL Student Records departments. It is understood that as technology and best practice guidelines evolve, the methods of data transfer may change without any variation to the underlying data or intended usage. Where one party is provided with updated data, or is notified that a student's Personal Data has changed, the other party shall implement such updates and changes promptly and without undue delay.

6. Security

KCL and KCLSU shall ensure that its staff, agents and contractors:

- implement appropriate technical and organisational measures to protect the Personal Data transferred under this Agreement against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected;
- take reasonable steps to ensure the reliability of staff, agents and contractors who may have access to the Personal Data transferred under this Agreement;
- not transfer Personal Data outside the European Economic Area (EEA) without adequate safeguards
- comply with the provisions of the UK GDPR and Data Protection Act 2018 in all other respects with regard to Personal Data transferred under this Agreement.

7. Student Opt Out Rights

KCL shall notify KCLSU of students who have opted out of membership with KCLSU in accordance with the College's Education Act 1994 Code of Practice. Where a student has opted out of membership with KCLSU, KCLSU shall ensure that Personal Data transferred under this Agreement is only processed for the purposes of determining the student's

eligibility for the privileges, services and facilities pertaining to membership of KCLSU (including whether the student should pay a fee for using the services of KCLSU), and for no other purposes.

KCLSU shall notify KCL of students who have exercised their right to opt out of membership of KCLSU via request to the President of KCLSU.

8. Rights of individuals

KCLSU and KCL shall be responsible for responding to data subject access requests and other requests that fall under the UK GDPR and Data Protection Act 2018 with respect to Personal Data transferred to each party under this Agreement.

9. CCTV Footage

KCL and KCLSU may provide each other with copies of CCTV footage on an occasional and ad hoc basis where this is necessary for maintaining a safe environment in the premises provided by KCL to KCLSU or for ensuring compliance with either party's regulations and policies (including use in disciplinary proceedings).

KCL and KCLSU may also establish arrangements for the joint monitoring of CCTV systems belonging to either party to facilitate a safe environment on the College's campuses and to ensure compliance with each party's regulations and policies. Where one party is granted access to a CCTV system belonging to the other party, the party granted access shall ensure that its monitoring activities comply with its own CCTV Policies and the requirements of the UK GDPR and Data Protection Act 2018.

10. Retention of Information

KCL and KCLSU shall not retain Personal Data transferred under this Agreement for any longer than is necessary and in keeping with respective privacy policies and retention schedules.

11. Indemnity

Each party shall indemnify the other and keep the other indemnified against all direct, indirect and consequential losses or claims, demands, actions, proceedings, damages, costs or other liabilities without limitation and legal and other fees arising out of the failure by the indemnifying party to perform its obligations under this Agreement.

12. Jurisdiction

This Agreement shall be governed by and construed in accordance with English Law. The English Courts shall have exclusive jurisdiction to settle any dispute arising out of, or in connection with, this Agreement in the event that the parties are unable to settle the dispute amicably according to the process set out in Section 1. If a court holds any provision of this Agreement to be illegal, invalid or Updated October 2020 6 unenforceable, the remaining provisions will remain in full force and effect and the parties will amend the Agreement to give effect to the stricken clause to the maximum extent possible.

APPENDIX 7

Table of Escalation

The below table indicates escalation contacts at King's for KCLSU activity.

Area of Escalation	King's Contact
Finance	Vice President (Finance)
Governance	College Secretary
Estates	Executive Director of Estates & Facilities
People	College Secretary
Elections	College Secretary
IT	Executive Director of Estates & Facilities
Data	Data Protection Officer
Health and Safety	Director of Estates & Facilities
Risk	Deputy College Secretary & Chief Compliance Officer
Media	Director of Corporate Communications
Complaints	Associate Director, Student Conduct & Appeals
Trading Activities	Vice President (Finance)/Senior Vice President (Operations)

King's College Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-08.3
Status	Final
Access	Public/Members and senior executives

KCLSU/KCL Relationship Agreement Progress Report

Action required

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

Paper Explanation for Members

Why is this paper being presented?	Last year, the College and the KCLSU committed to a relationship agreement aimed at enhancing their relationship and thereby enriching the student experience. Agreement was reached on areas of priority that would be pursued jointly.
What are the key points/issues?	The report provides an update on progress towards identified joint priorities.
What is required from members?	Note.

Paper Submitted by:

Professor Adam Fagan, Vice-President (Education & Student Success)
 Darren Wallis, Executive Director, SED
 Mohd Yashir Khan, President, KCLSU

KCL/KCLSU Relationship Agreement Progress Report

Introduction

The KCL/KCLSU Relationship Agreement Progress (RAP) report presents an encouraging overview of the commitments between King's College London (KCL) and the King's College London Students' Union (KCLSU) aimed at enhancing their relationship and enriching the student experience. Significant progress has been achieved in key areas such as Student Voice and Representation, as well as Student Advice Services. As we continue to focus on improving student well-being, the report highlights the importance of allocating additional resources to effectively meet strategic objectives in this vital area. Efforts are underway to seamlessly integrate the Relationship Agreement into our planning process, ensuring a balanced co-leadership approach. Clear Key Performance Indicators (KPIs) are being developed to accurately measure progress and align with agreed-upon objectives. The report also includes valuable recommendations to capture the Agreement in departmental plans, clarify next steps, and establish shared KPIs, further strengthening our collaborative efforts.

Key Risks and Impacts:

1. Student well-being initiatives at KCLSU could benefit from additional support to further enhance student well-being.
2. Greater clarity on how the Relationship Agreement is integrated into KCL's ongoing planning process would foster stronger collaboration and communication.
3. Establishing clear Key Performance Indicators (KPIs) would facilitate effective measurement of progress and ensure alignment with agreed-upon objectives.
4. Giving proper attention to balanced co-leadership of the Relationship Agreement strengthens the partnership between KCL and KCLSU.
5. Capturing the Relationship Agreement in departmental plans enables the effective integration of shared commitments into the operations of KCL's respective departments.

Overall, addressing these risks and impacts while implementing the recommendations will contribute to enhancing the KCL/KCLSU relationship and achieving their shared objectives of improving the student experience.

KCL/KCLSU Relationship Agreement Progress Report (RAP)

Executive Summary

The KCL/KCLSU Relationship Agreement Progress (RAP) report provides an overview of the commitments made between King's College London (KCL) and the King's College London Students' Union (KCLSU) to enhance their relationship and improve the student experience. The report highlights progress made in various areas, including Student Voice and Representation, Student Advice Services, Student Wellbeing and Mental Health, Postgraduate Experience, Freedom of Expression, Sexual Harassment and Misconduct, and Careers Service.

Notable progress has been made in Student Voice and Representation, with the development of a Student Voice Partnership Agreement (SVPA) pending approval at the University Executive Level. Additionally, the incorporation of Tiger team funding into KCLSU's block grant has provided necessary resources for Student Voice initiatives and enhanced advice services.

However, the report identifies Well-being as an area requiring focus on understanding how best to understand well-being provisions made at KCL vs KCLSU. Over the past year, efforts to improve student well-being have been made through a co-designed strategy, including a focus on peer support, and student-led initiatives. Although there have been great strides in putting into well-being initiatives at KCL, there is a question regarding how well-being support can be provided by KCLSU and the resource requirements for these, as present due to stretched funding it is unlikely that the aspirations that KCLSU can undertake for wellbeing could be fully utilised. To address this, additional investments are needed.

The Relationship Agreement sets forth a series of shared commitments, encapsulating the prioritization of shared goals, the maintenance of a respectful dialogue, and collaborative efforts on matters that influence the student experience. Amid this framework, the planning process, currently under development, ensures the King's College London Students' Union (KCLSU) has a voice at the table, mirroring the approach taken with King's College London (KCL). To enhance transparency and effectively identify potential collaboration or communication gaps, it is crucial for KCL to elucidate how the Relationship Agreement is assimilated into their ongoing planning process.

While the Relationship Agreement establishes a structure for our shared goals, it's important to understand that it does not necessarily guarantee these goals will invariably sit atop the resource allocation list. Given the dynamic nature of our context, shared priorities might not always coincide with immediate or emergent priorities, given the existence of standing commitments, risks, and emerging areas of focus. Understanding this necessitates a balanced approach to co-leading the agreement, characterized by open dialogue and the regular assessment of goal alignment with resource distribution. Despite these challenges, a commitment should be made towards the equitable allocation of resources, contingent on each partner's capability to efficiently deliver key outcomes and meet the desired impacts as stated in the Relationship Agreement. This commitment ensures that the projects integral to our shared goals are adequately supported and that our resources are being utilized effectively and equitably. Furthermore, the report emphasizes the importance of establishing clear Key Performance Indicators (KPIs) to measure progress against measurable indicators. These KPIs have not yet been agreed upon, but efforts are underway to develop them.

Looking ahead, recommendations for the coming year include capturing the RA in KCL's departmental plans, ensuring a balanced approach in co-leading the agreement, delivering on the SVPA commitments, clarifying the next steps, and establishing shared KPIs to track progress.

The RAP report serves as a comprehensive tool to report and monitor progress, promoting transparency and accountability in the KCL/KCLSU relationship. Through ongoing collaboration and continuous improvement, both organizations strive to enhance the student experience and achieve their shared objectives.

1. Introduction:

The KCL/KCLSU Relationship Agreement Progress (RAP) report provides an overview of the commitments made in the Relationship Agreement between King's College London (KCL) and the King's College London Students' Union (KCLSU). The RA is a three-year agreement, which encompasses all individuals associated with KCL and KCLSU, including staff members, Council members, and Trustees. It serves as a dynamic document that outlines long-term shared priorities and goals aimed at enhancing the relationship between the two organizations and ultimately improving the student experience. Progress towards these goals is achieved through collaborative efforts of project teams comprising KCL and KCLSU representatives or through established committees, and the teams work towards annualized goals.

2. Reporting and Monitoring:

To ensure transparency and accountability, an annual report is prepared, outlining the progress made in relation to the shared priorities. This report is submitted to the University Executive, College Council and the Union Board of Trustees, providing a comprehensive overview of the advancements made throughout the year.

Furthermore, a designated group of representatives convened via the Relationship Agreement Working Group (RAWG) at regular intervals, to discuss progress, celebrate successes, and share insights.

This report provides a progress update, which has been discussed amongst members of the RAWG.

3. Progress update:

The progress update is provided via two sections. Firstly, as a summary update, which provides a high-level update on the position of the relationship agreement and secondly via a tabular format which indicates progress against using a BRAG rating system.

3.1 Summary Update

Overall Progress 2022/23:

We have made significant progress in the area of Student Voice and Representation. The development of a Student Voice Partnership Agreement (SVPA) is a notable achievement, awaiting approval at the University Executive level. Additionally, we are pleased to report that the support provided by the Tiger team funding has been successfully incorporated within KCLSU's block grant. This has allowed us to allocate the necessary resources to strengthen Student Voice initiatives and enhance the quality of our advice services at KCLSU.

Areas for Development:

While we have achieved positive strides in various aspects, we recognize the need to give significant attention to Well-being. Over the past year, our shared strategic ambition to enhance student well-being has been pursued with a multi-faceted approach. Although peer support, is not the sole way in which well-being support is addressed, maintaining a peer-support, student-led strand is a crucial part of enhancing wellbeing. There has been a productive co-design approach, however, at present the services for well-being at KCLSU, are stretched and require additional resources to meet its strategic objectives. Recognizing the importance of well-being to the overall student experience, we remain committed to addressing this challenge and finding viable solutions that will allow us to continue making progress in this crucial area.

Areas for Focus:

The Relationship Agreement (RA) has laid the foundation for joint commitments between KCL and KCLSU. These commitments include:

1. Focusing our shared attention on an agreed list of priorities throughout the duration of this relationship agreement.
2. Respect each party's right to listen to differing perspectives, provide constructive challenges, and maintain a spirit of partnership even when disagreements arise.
3. Continuing to collaborate on matters that extend beyond the agreed commitments but have an impact on the student experience.
4. Prioritizing these commitments within our current resources and identifying any additional resource requirements, wherever possible.
5. Meet once a term to review progress and align with our objectives.

It is important for KCL to clarify how the RA is integrated into their planning and thinking, particularly regarding Point 4. Furthermore, it is acknowledged that the RAWG meetings may have seemed influenced and led primarily by KCLSU. To address this, we propose a discussion to ensure a more balanced approach moving forward.

In addition to the above, we recognize the necessity of establishing clear Key Performance Indicators (KPIs) that can effectively measure the impact of our initiatives against measurable indicators. While these KPIs have not yet been agreed upon or identified, we are actively working towards their development to ensure transparency and accountability in our progress assessment.

3.2 BRAG Rating vs Objectives

The colour code keys for the BRAG rating are listed below:

Keys

Colour	Meaning
Blue (B)	Not started
Red (R)	no progress to date
Orange (O)	progress made but to be completed
Green (G)	work completed

Table 1: Progress against objectives

No.	Area	Objective	Update	BRAG Rating
1.	Student Voice and Representation	1A - Developing an agreed shared vision and approach to student voice	A Student Voice Partnership Agreement was created via RAWG. This is yet to be discussed and approved at UE.	

No.	Area	Objective	Update	BRAG Rating
		and representation at King's		
		1B - Empowering academic community for educational and societal change	Work pending completion of the above	
2.	Student Advice Services	2A - Creating a clearer understanding of student advice services across KCL and KCLSU	Work pending.	
		2B - Reviewing opportunities for more efficient services for students	Work pending.	
		2C - Implementing recommendations from the strategic review of KCLSU Advice Services	Recommendations have been implemented and funding from KCL's tiger team have been incorporated into KCLSU's core grant.	
3.	Student Wellbeing and Mental Health	3A - Co-creating the updated King's Student Mental Health and Wellbeing Strategy	King's is on track to submit our application to the Student Minds University Mental Health Charter this autumn, and KCLSU have been an invaluable partner here, as well as on the Student Mental Health & Wellbeing Steering Group.	
		3B - Co-creating future innovations and programs to incorporate KCLSU and the broader student voice	The King's 100 student panel has been a source of excellent contributions regarding comms with students around mental health and wellbeing support. In light of the SVPA, will be good to see how	
		3C - Co-producing collaborative activities in the Student Mental Health and Wellbeing Operational Group	As above, KCLSU have made great contributions to the Student Mental Health & Wellbeing Steering Group and Operational Group. This is ongoing.	
4.	Postgraduate Experience	4A - Increasing understanding of postgraduate students' needs and enhancing their engagement and success	Work pending.	
5.	Freedom of Expression	5A - Collaborating with KCL to manage Freedom of Expression (FoE) on campus	Ongoing collaboration between KCLSU and KCL with FESAG and FESAG Ops - work for 2023/24 includes need to update joint KCL/KCLSU Freedom of Expression statement in light of the new HE Freedom of Speech legislation.	
		5B - Implementing an event management	Procedure in place for external speakers. Proposal to develop new KCLSU	

No.	Area	Objective	Update	BRAG Rating
		process/procedure for external speakers	Free Speech Policy to cover non-external speaker debates and other student activity group events in support of free speech/freedom of expression. To be informed by joint KCL/KCLSU commissioned project with Counter Culture.	
6.	Sexual Harassment and Misconduct	6A - Collaborating on messaging and education regarding harassment and its impact	Join statement on drink spiking published in autumn 2022—more communications to be issued once the Office for Students publishes final decisions. King's consulted KCLSU extensively on the institutional response.	
		6B - Launching a simple and accessible reporting tool for disclosure and support	Report + Support launched in September 2022 [suggest green]	
		6C - Reducing instances of harassment and misconduct	In train. In the short term, we might see a rise in reports, but this enables us to surface - and then address.	
		6D - Focusing on culture change through partnership on prevention and addressing harassment and misconduct	As above, King's consulted KCLSU extensively on the institutional response to the May 2023 OfS consultation, and we have worked together on updates to policies and procedures, e.g. the recent addition of caste to the Dignity at King's policy	
7.	Careers Service	7A - Building relationships between KCLSU and KCL Careers and Alumni	Relationship between KCLSU and KCL staff teams progresses positively across 22-23 and ongoing discussions over partnership working	
		7B - Understanding the impact of KCLSU and KCL on employability skills	Further work due to map out areas of work and measures of success across KCLSU and KCL Careers in support of broader employability skills development	

4. Recommendation for 2023/24

Based on the progress report, the below recommendations are to be reviewed for the coming year:

Table 2: Recommendations

No	Recommendation	Detail
1	KCL Departmental Plans	Ensure that the Relationship Agreement (RA) is captured in departmental plans of KCL's respective departments.
2	Agreement on Cycle of Business and ToR of RAWG	Undertake steps to ensure a balanced approach in co-leading the relationship agreement between KCL and KCLSU.

3	Ensure delivery on agreed commitment	Follow through on the commitment to the Student Voice Partnership Agreement (SVPA) and manage expectations.
4	Clarify next steps	Clarify the approach to the remaining tasks and understand the resource implications.
5	Establish KPI's	Establish shared Key Performance Indicators (KPIs) to track the progress of priorities.

June 2023



KCL/KCLSU Relationship Agreement

King's College London (KCL) and King's College London Student Union (KCLSU) Relationship Agreement

Statement of Commitment

This Agreement sets out how the KCL and the KCLSU will work in partnership to ensure that every student at KCL has the best possible experience at the heart of a thriving learning community. The Relationship Agreement covers relations between KCL and KCLSU at all levels of both organisations: governance, leadership, management and operations. We will hold ourselves and each other to account for fully engaging and empowering students to shape plans to implement strategy, as well as playing a full part in making the decisions that affect their experience at King's.

Furthermore, this agreement is separate to the legally binding elements of the Code of Conduct and the Memorandum of Understanding.

The College commits to:

- Putting students at the centre of everything it does: empowering students as co-producers.
- Creating a culture of co-creation and involving students and KCLSU representatives in decision-making in a way that best meets their needs and respects their differences.
- Seeking guidance from KCLSU about how to involve students and taking guidance for representative views from KCLSU.
- Helping the KCLSU and students understand the challenges and opportunities faced by the KCL.
- Ensuring early involvement of KCLSU in shaping KCL's strategy and services.
- Recognising KCLSU as the representative body of KCL students.

The Union commits to:

Representing student views, making sure the full range of diverse views is heard.

- Being an advocate and campaigning for students to amplify their voices to KCL.

- Being a critical friend to KCL and supporting KCL to engage with students.
- Engaging with representative bodies and sharing their views with KCL.
- Providing independent support, information and advice to students.
- Providing student-led community building activities and services with and for students.

Together we will:

- Focus our shared attention and agreed list of priorities over the course of this relationship agreement.
- Respect the right of each party to listen to the other's perspective, provide challenge where deemed needed and agree to disagree, whilst maintaining the spirit of partnership.
- Will continue to liaise with each other in areas that arise outside of these agreed commitments, that impacts the student experience.
- Prioritise these commitments within our current resources, and identify and define any additional resource requirements.
- Meet once a term to map progress against objectives.

The principles that underpin our relationship are

Respect & understanding: We are clear about what we expect of each other; we make time to actively listen and feedback, and value what each brings to the student experience, to King's, and in service of society. We respect different ways of working and personal presentation including dress, speech and perspective. Where we challenge, we do so constructively and respectfully.

Trust and openness: We are honest with and trust each other; we actively seek to understand each other's context and recognise each other's strengths and limitations. We champion each other's causes and back each other up where we agree and are clear when we cannot. We make early, regular and transparent communications a top priority. We will say what we mean and do what we say.

Accountability: We follow through, fulfil commitments and regularly evaluate to learn and hold ourselves to account; we are clear about priorities, timing and resources. We are all accountable to our students and staff.

Collaboration & independence: We share a common purpose and focus the impact of our relationship on today's and tomorrow's students. We ensure early involvement of one other in shaping and problem solving and facilitate each other to use successful approaches. We are generous and inclusive, whilst ensuring independence as a vital source of strength.

Relationship Agreement Goals and Aims

The RAWG has agreed seven key strategic relation priorities, which are listed below in terms of goals and aims.

1. ***Student Voice and Representation:*** Creating a platform from which KCLSU can provide up to date and relevant information to KCL that is used to enhance the learning experience of students. This will be done via ensuring that:
 1. An agreed shared vision and approach to student voice and representation at King's is developed.
 2. To develop an empowered academic community with a powerful student voice to create educational and societal change.
2. ***Student Advice Services:*** Striving to further develop and maintain quality advice services to students at KCL by:
 1. Creating a clearer understanding of student advice services across KCL and KCLSU
 2. Reviewing opportunities to provide more efficient services in the interest of students
 3. Effectively implementing the recommendations of the strategic review of KCLSU Advice Services
3. ***Student Wellbeing and Mental Health:*** Ensuring that activities and actions are taken to safeguard the wellbeing of our students via:
 1. The co-creation of the updated King's Student Mental Health and Wellbeing Strategy
 2. The co-creation of future innovations and programme, such as ACE (Accelerating Community Enterprise), to incorporate KCLSU and the broader student voice.
 3. The co-production of collaborative activities in the Student Mental Health and Wellbeing Operational Group.
4. ***Postgraduate Experience:*** To increase understanding of postgraduate students and ensuring that their time at KCL and KCLSU is characterised by enhanced engagement, satisfaction and success.
5. ***Freedom of Expression:*** To ensure that student debate is open and accessible and compliant within the framework of the law and our institutional values:
 1. KCL and KCLSU to collaborate over approach and associated policies for managing Freedom of Expression (FoE) on campus in light of changing legislation.
 2. To implement an event management process/procedure involving external speakers for both KCLSU groups and KCL staff.
6. ***Sexual Harassment and Misconduct:*** To foster an inclusive and respectful campus, in which sexual harassment and misconduct have no place via:
 1. Collaborating over messaging and educating our student community on harassment and its impact
 2. The launch of a simple and accessible reporting tool for disclosure and as a route to support, and timely and effective responses to such reports
 3. Reducing instances of harassment and misconduct across KCL and KCLSU spaces (physical and digital) including through training.
 4. Focusing on culture change through partnership with KCL and KCLSU on the Community Charter and 'preventing and addressing harassment and sexual misconduct' groups
7. ***Careers Service:*** Developing the skills of our students and helping them secure a better future by:

1. Relationship building between KCLSU and KCL Careers, KCL Alumni and awareness of programmes and activity across the student community
2. In relation to employability skills to understand the measurable impact that KCLSU and KCL has and find areas for improvement.

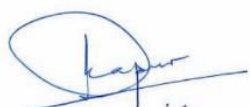
Agreement

This Agreement applies to everyone working in KCL and the KCLSU and to members of the KCL's Council and the KCLSU's Board of Trustees. The Agreement is a live document, that highlights a series of long-term shared priorities and goals that will endeavour to improve both the relationship between KCL and KCLSU and ultimately the experience of students. The goals and aims will be undertaken via project teams that are comprised of KCL and KCLSU staff members and representatives or by pre-established committees. These teams/committees will work towards annualised goals.

During each year a report will be made to the University Executive and the Union Board of Trustees setting out our progress against the shared priorities. Additionally, a delegated group of representatives will meet at agreed points both formally and informally to, to discuss progress, celebrate success and share learning.

A key meeting is the annual end of year meeting between the College and the Union: a place for all to share and pass strategy and learning forward from one generation of student officers to the next.

This Agreement will be reviewed every three years to ensure that sufficient time is spent on delivering the goals and aims outlined in this agreement.



Professor Shitij Kapur

Lay Trustee, Board of Trustees KCLSU (authorized to sign on behalf of KCLSU Board of Trustees)

Signed on: 11 / 08 / 2022



Nazreen Visram

Signed on: 27 / 07 / 2022

King's College Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-08.4
Status	Final
Access	Public/Members and senior executives

KCLSU Elections – Report of the Deputy Returning Officer

Action required

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

Paper Explanation for Members

Why is this paper being presented?	The Education Act Code of Practice requires that Council receive a report on the conduct of KCLSU elections. The attached report covers spring elections held between February and April 2023.
What are the key points/issues?	The report provides data with respect to complaints, and proposals for improvement in coming years.
What is required from members?	Review and approval.

Paper Submitted by:

Kathryn Sullivan, DRO, KCLSU

KCLSU Spring Elections 2023

Deputy Returning Officer Report

Background

KCLSU Spring Elections took place between February and April 2023, with the election of 3352 places across 2907 positions.

Elections being run:

Student Officers	<ul style="list-style-type: none"> • President • VP Activities & Development • VP Education (Arts & Sciences) • VP Education (Health) • VP Postgraduate • VP Welfare & Community
Student Trustees	<ul style="list-style-type: none"> • Student Trustees x4
Academic Association Committee Members	<ul style="list-style-type: none"> • Bioscience Students' Association (15) • Dental Council (11) • King's Doctoral Students' Association (26) • Law Council (14) • Nightingale Council (5)
Student Group Committee Members	<ul style="list-style-type: none"> • 391 Student Groups • 2836 positions

Election Timeline

Nominations open	Monday 27 February, 10am
Nominations close	Tuesday 21 March, 10am
Candidate briefings	Student Officer & Trustee Candidates: <ul style="list-style-type: none"> • Tuesday 21 March, 5-6:30pm, Guy's Campus AR-5 • Wednesday 22 March, 12.00-1.30pm, via MS Teams • Wednesday 22 March, 5.00-6.30pm, Bush House SE AR-E • Thursday 23 March, 11.00-12.30am, via MS Teams (last Chance) • Friday 24 March, 9.00-10.00am, via MS Teams (last chance)
Manifesto deadlines	Friday 24 March, 12pm
Candidates Announced	Friday 24 March, 2pm – postponed until Saturday 25 March 2pm
Voting open	Monday 27 March, 10am
Voting closed	Thursday 30 March, 5pm
Results announced	Wednesday 5 April from 2pm – eventual announcement just before 5pm

By-election Timeline

Nominations open	Friday 14 April, 10am
Nominations close	Thursday 20 April, 5pm
Manifesto deadlines	Friday 21 April, 10am
Candidates Announced	Friday 21 April
Voting open	Wednesday 26 April, 10am
Voting closed	Friday 28 April, 5pm
Results announced	Friday 5 May 12pm

Returning Officer and Project Support

The Returning Officer and Deputy Returning Officer were appointed by King's College London on recommendation from the KCLSU Trustee Board:

Returning Officer	Peter Robertson - NUS
Deputy Returning Officer	Kathryn Sullivan
Elections Disciplinary Support	Thaniyah Miah – Community Development Manager
Elections Project Manager	Sophie Adams – Democracy Development Coordinator

Headline Election Statistics

Number of elections	2907
Number of elected places	2315
Total submitted nominations	4738
Incomplete Nominations (didn't attend compulsory briefing)	35
Candidates withdrawn	882
Candidates disqualified	0
Candidates completing the election	3870
Individual Voters	4890
Total votes cast across all elections	35658

Complaints and campaigning misconduct:

41 official complaints were received through the formal elections process

The increase in numbers is due to the significant increase in elections being conducted, due to the addition of society elections to the process.

The majority of these complaints pertained to in person interactions, either campaigning in times and spaces where this was prohibited, or negative discourse between campaigns groups. In all of these cases, there was either no detail provided as to individuals involved, a request made to move them on which was complied with, or no evidence supplied to support the allegations. Reminders were given to candidates to focus on their own positive campaign strategies rather than on their opponents.

Several complaints related to the alleged removal of physical campaign materials such as posters and flyers. Again, no evidence was provided as to who was responsible, or even whether this was through authorised personnel. Candidates were reminded that physical campaign materials were a tiny fraction of campaigning methods available to them, and one of the least effective in the experience of the RO.

Some complaints questioned individual candidate's eligibility to stand. These were all investigated and found to be inaccurate.

1 complaint related to a student asking a candidate to withdraw from one society election and stand in a different one. No action was taken.

1 complaint was received regarding a candidate working on their campaign in the SU staff space. They were asked to leave and did so, and there was no material advantage deemed to have been gained from this.

2 complaints related to separate individuals accusing a fellow candidate of an election breach. Although this is not in the spirit of positive campaigning, these claims took place in private WhatsApp groups and when the candidate denied the allegation, no further allegation ensued. These were deemed to be minor infractions.

There were 2 allegations of expenses breaches; neither of which were upheld upon investigation.

2 complaints related to perceived "Slate" campaigning. Neither was upheld as the concerns did not amount to slate campaigning.

1 complaint was received with concerns as to data breaches. This was because a student received a message from a number they did not recognise. It was deemed to be an isolated message; as soon as the student requested no messages, the candidate desisted, and we had no additional reports of spam messages.

1 complaint was regarding bullying within a Society messaging group, including members of the committee. This was upheld and the relevant election deemed null and void due to the volume of messaging rendering the integrity of the election unsafe. The matter was separately referred to the SU complaints' procedure and was managed through that system to ensure a positive way forward for all students involved.

2 complaints were received regarding the impartiality of ROAR following a failure to publish equal length videos of candidate interviews. An investigation was conducted, including the consideration of the social media reach of the videos, which were posted on the final day. It was deemed that, although the situation was not ideal, that it was not intentional and that the impact on the candidates in question was limited because of the late timing of the posting of the videos (last day of voting).

7 complaints were received regarding an anonymous Instagram Account – KCL Confessions, which posted several negative comments regarding a particular political KCL group and their associated candidates. Although no formal action could be taken as the account was anonymous and not found to be connected to a specific candidate or candidates, KCLSU reached out to the account and requested that they refrain from commenting on the elections. They agreed and no further posts were created.

2 complaints were made regarding the decision to limit the claimable election expenses by Sabbatical Officers. This was upheld as an unfair disadvantage and the rule rectified to allow equal claims to be made.

Year by year comparison

	2023	2022	2021	2020	2019	2018	2017	2016	2015
Allegations of Misconduct	43	9	14	29	20	47	20	18	3
Allegations investigated	38	5	9	23	13	29	-	-	-
Allegations not investigated*	5	4	5	6	7	18	-	-	-
Allegations brought to candidate disciplinary	1	2	1	17	5	13	0	4	0
Candidate Disciplinary	0	1	1	6	2	4	0	1	0
Candidate Disqualifications	0	0	0	6	0	1	0	0	0

*Allegations weren't investigated because:

- Complaints made about alleged conduct that isn't prohibited in KCLSU elections.
- No details regarding the alleged breach were included in the complaint
- Complaints were received after the formal complaints' deadline

Key Findings

Restricted in person campaigning

The move to online campaigning was initially driven by the COVID-19 restrictions and KCLSU were keen to allow some return to some in person campaigning, but with restrictions around timing and location. The voting stations created by KCLSU to focus any in-person campaigning did not prove popular with students, and in fact drove some of the complaints received; and certainly, did not help the negative cross-campaign groups atmosphere. It is always a tricky balance to strike; online voting was suspended during the in person voting to avoid student harassment, but this caused confusion and did not necessarily increase voter turnout. It is recommended that the union continue to review this element at each election cycle.

Logistics

The organisational aspects delivered from the Project Manager were, once again, exemplary and give high levels of confidence in the continuous improvement of elections. The briefings provided were enhanced from last year, and the sheer volume of society elections was professionally managed by the whole KCLSU elections team.

Data Issues

Unfortunately, the elections team needed to spend a significant amount of time on ensuring that the correct data was available for downloading into the system to allow students to vote, and to vote within the right elections. Given the range of elections happening at one time, it was impossible to triple check every single data source for every individual election. There were a number of questions raised by individual students as to their ability to vote, and as the team were only able to act on information provided to them, we cannot give a firm estimation of how many students were affected.

In addition, a concern was raised after the close of elections, which led to the discovery that one student association election, MSA, had 90% of students deemed ineligible because of data being transferred to the incorrect group at the back end of the elections system. This has unfortunately led to a post-election decision by the Returning Officer to declare that election null and void and instruct KCLSU to recommence the process.

Areas to address going forward:

- Working with student media in advance of, during, and post elections processes is paramount given the confusion regarding their role in the elections video process.
- Society nominations processes were unclear to many outgoing Exec officers, although steps had been taken to explain what was needed in advance of the elections. Early advice and guidance regarding how to manage this element of the elections might help avoid the significant numbers of complaints about this issue.
- The union should consider the removal of any physical materials from the elections. There is no evidence to suggest they add value to the student voting experience, they are environmentally unfriendly, they do not noticeably add to the atmosphere of elections, they are the root of several unnecessary complaints, and they cannot be said to improve voter turnout.
- Consideration should be given as to how candidates can be best supported to understand the need to focus on their own campaigns and not use the complaints system as a campaign tactic in its own right. A significant number of complaints were received from one campaign team; involving several communication channels and in some cases a refusal to accept the decisions made by the RO and DRO.
- The importance of the correct data being made available in good time for the elections cannot be overstated. Continued partnerships with the relevant data controllers and KCLSU, as well as the external technical team supporting the KCLSU website should be protected and enhanced.

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Report of the Finance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Advanced Cell Therapies Project	21 June 2023 and by email correspondence subsequently	No	Approve
2. Integrated Planning Process & 2023-24 Budget	21 June 2023	No	Approve
3. Investment Subcommittee Minutes	21 June 2023	Yes	Note
4. CFO Report	21 June 2023	Yes	Note
5. Reports related to financial statistics and financial statements	21 June 2023	Yes	Note

For Approval

1. Advanced Cell Therapies Project [KCC-23-07-12-10.1]

Motion: That the financing arrangements in support of the Advanced Cell Therapies project be approved.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. Integrated Planning Process & 2023-24 Budget [KCC-23-07-12-10.2]

Motion: That Council endorse the Integrated Plan and approve the 2023-24 Budget.

Background:

The Integrated Planning Process (IPP) is our business planning approach to connect faculty and professional service directorate plans to the university's overarching strategic goals and financial resources and targets. A key outcome is a locally built and owned budget and two further year financial envelopes that provide the cashflow we need to be sustainable and invest in our academic mission over time.

The IPP is a rolling process. This is not a three-year plan to be succeeded by a new three-year plan from 2026/27. Next year, the 2024/25 IPP will cover the operating budget for 2024/25 and the plan and financial framework for the period out to 2026/27.

The process covers operational budgets and investment plans. It differs from the published financial statements as major items like depreciation and the pension fund liability provision are excluded from the operational plan. The investment plans are a mixture of capital and revenue items, which again are treated differently in terms of the recognition of items in the published financial statements. Excluding the movements of the pension fund liability provision which can be large, unpredictable and outside our control, the successful delivery of the plans and living within the budget for 2023/24 and the financial framework for 2024/25 and 2025/26 would deliver solid surpluses in the financial statements over the period of the IPP.

It has been agreed that King's must deliver a substantial and sustained operating surplus for investment. In September 2022 Council agreed an operating surplus target of 4.5% of income rising to 5.5% and then 6.0% over the period 2023-24 to 2025-26. This improvement in our operating surplus is required to meet our aspirations to self-fund our core asset maintenance and academic led investment plans.

We present here the plans to meet these targets together with a view of delivery risks and work to be completed during the coming year to achieve these planned outcomes. The financial plans include some level of risk contingency, which is considered appropriate at present. There is also some opportunity to deliver a higher surplus for investment, which might enable some acceleration of investment plans. The Finance Committee will monitor the management accounts and in year forecasts during the year to identify any improvement (or deterioration) in the financial position.

There are two papers attached – a summary of the integrated planning process, provided by the Senior Vice-President (Academic) and the Senior Vice-President (Operations) and a substantive financial paper received by Finance Committee (21st June 2023) and incorporating the considerations of Finance Committee.

Finance Committee was pleased to be able to recognise the progress made in the Integrated Planning Process and setting the operating budget for 2023/24 and the financial framework for the two years 2024/25 and 2025/26. As such, Finance Committee endorsed the proposal that the plan and the budget be recommended for adoption by Council.

The attached papers and related Annexes describe the plan and budget in detail:

- Annex 1: IPP Process so far and key terminology – a recap of steps to this point in the process
- Annex 2: Detailed academic positions – nine faculties plus Professional and Continuing Education (PACE) I&Es, key inputs and performance measures
- Annex 3: Detailed central areas positions – Directorate and central areas
- Annex 4: Investment Plans
- Annex 5: Simplified cashflow and investment capacity
- Annex 6: Risks and further mitigations and options - should plans need to change

To Note

3. Investment Subcommittee

- (i) Minutes [KCC-23-07-12-10.3]
The Committee received the minutes of the Investment Subcommittee for its meeting of 23 May 2023.
- (ii) The Committee approved the reappointment of the Chair of the Investment Subcommittee, Simon Pryke for a one year term and the reappointment of co-opted independent member, Nicky Richards for a three-year term. Mr Pryke's reappointment as Chair is limited to one year because he will reach the end of his nine-year eligibility to serve on the Subcommittee in 2024. It was also noted that a search would need to get underway for a new student member for the Committee as the current student, Joseph Von Zanten, had completed his programme and graduated.

4. CFO Report

The Committee received reports from the CFO with respect to the following:

- (i) Risk profile and external environment
- (ii) Key Finance and Procurement personnel
- (iii) Financial position P9 2022/23 (main agenda)
- (iv) Cash and Treasury matters
- (v) Technical accounting matters and year end (main agenda)
- (vi) Insurance – latest update on market issues
- (vii) Pensions Valuation - latest
- (viii) Compliance – Tax and Fraud:
 - a. Global mobility
 - b. Goods and services tax
 - c. Fraud and money laundering
- (ix) Other notifications:
 - a. Staff Loans
 - b. Staff Severance
 - c. Bad debt
- (x) Major projects update
 - a. Newcomen/ Block 9 extension
 - b. Champion Hill Equity Release
 - c. Bush House South West Wing
 - d. Strand Pedestrianisation
 - e. Ways of working
 - f. London Institute for Healthcare Engineering

- g. Pear Maudsley Children and Young Persons
- h. King's Inspired Science
- i. SUSTech Joint Education Institute

Information about each of the above-noted items is available from the College Secretary.

The Committee offered thanks to Annie Kent for whom this was the last FC meeting she would attend as she stepped out of the role of CFO. She had done an outstanding job for the College in very difficult times. Simon Cruickshank, Deputy CFO was also leaving the College and the Committee expressed their thanks to him also. He had provided strong support to the Committee over several years, most recently in the work involved in the successful debt raising. Both would be greatly missed.

5. Reports Related to Financial Statistics and Financial Statements

The Committee received the first iteration of what will be an ongoing financial statistics reporting pack, to be updated for each meeting, and presenting the in-year financial reporting on a statutory financial accounts statement basis.

The Committee also received a report on key accounting issues and policy changes affecting the preparation of the 2022-23 financial statements, including consideration s of going concern risk.

Stephan Weiner
Jon Coles (for item 10.1)
June 2023

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Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-10.2(a)
Status	Final
Access	Members and senior executives



Integrated Planning Process 2023-26 Outcome and Budget for 2023-24

Action required

- ☒ For approval
☐ For discussion
☐ To note

Why is this paper being presented?	To seek approval of the outcome of the Integrated Planning Process, the proposed budget settlement for 2023-24 and three-year financial envelope.
What are the key points/issues?	<p>The Integrated Planning Process, which was launched after the Council's approval of our broad financial approach in September 2022, has brought together strategic planning, budgeting, investment decisions and risk management on a three-year timescale. A bottom-up approach, informed by the top-down framework set by Strategy 2026, has been iterated to develop a budget for 2023-24 and additional two-year financial envelopes. This financial plan puts the university in a strong position to deliver the goals and objectives of Strategy 2026.</p> <p>This summary lays out the key highlights of the three-year financial plan and relates this to the wider goals of Strategy 2026. The Finance Committee paper outlining the detail of the financial positions, investment plans and specific budgets accompanies this summary.</p>
What is required from members?	<ul style="list-style-type: none"> • Review the proposals in this summary paper and accompanying financial paper • Approve the outcome and budget proposals for 2023-24

Paper Submitted by: Senior Vice-President (Academic) and Senior Vice-President (Operations)

Integrated Planning Process 2023-26 Outcome and Budget for 2023-24

Introduction

The Integrated Planning Process, which was launched after the Council's approval of our broad financial approach in September 2022, has brought together strategic planning, budgeting, investment decisions and risk management on a three-year timescale. A bottom-up approach, informed by the top-down framework set by Strategy 2026, has been iterated to develop a budget for 2023-24 and additional two-year financial envelopes. This financial plan puts the university in a strong position to deliver the goals and objectives of Strategy 2026.

This summary lays out the key highlights of the three-year financial plan and relates this to the wider goals of Strategy 2026. The Finance Committee paper outlining the financial positions, investment plans and specific budgets accompanies this summary.

Key financial metrics

		2022-23 (Budget)	2025-26 (Plan)
Total University Income		£1,151m	£1,438m
Total Student Population FTE		36,485	39,046
Distance Learning Student Population FTE		1,803	2,328
Level of Study – Percentage of Total Population (on-campus students)	UG	69%	65%
	PGT	25%	27%
	PGR	6%	8%
Fee Status – Percentage of Total Population	Home	64.3%	59.6%
	Overseas	35.7%	40.4%
Average Tuition Fee Income per Student FTE		£16,925	£20,525
Core Academic Student:Staff Ratio ¹		15.9	15.5
Core Professional Services Student:Staff Ratio		8.6	8.4
Total Research Income		£240m	£287m
Research Income per Academic FTE ²		£110k	£114k
Research Overhead Income		£45.6m (19%)	£57.3m (20%)
Central and Corporate Costs as % of Total University Expenditure		31.1%	30.8%
Total Space Footprint		158k m ²	162k m ²
University Financial Surplus		£45m (3.9%)	£86.3m (6.0%)

¹ Calculated on an internal basis, so not comparable to publicly available HESA benchmark SSRs

² Includes all core academic staff, including teaching-only

Students and Education

Our key education focus for this period is delivery of the Strategy 2026 goal: *enabling success for an increasingly diverse student body through world-class education, designing this future with our students and staff*. Although there are a wide range of actions across the university supporting this ambition, the *Student Success Transformation Programme* is the critical vehicle for driving improvements. This programme has delivered the foundations for transformation and the wider change programme is under development and will enter the implementation phase in 2023-24. A fuller discussion of the programme will be held at the 20 September Council meeting, including a discussion of KPIs for measuring success.

We will grow the student body in a planned and considered way to approximately 39k FTE by 2025/26, which is approximately 7% above our 2022/23 size. We anticipate the proportion of our student body coming from overseas to rise from 35.7% in 2022/23 to 40.4% by 2025/26, supported by an initiative to diversify our international student recruitment and avoid over-reliance on mainland China as a market. Whilst the Home student figures show a small decline over time, the UG Home student cohort returns to a level of approximately 14k consistent with populations prior to the Covid pandemic. We will continue to grow the number of students studying on fully-online programmes, using a new operating model after the conclusion of our relationship with Pearson.

Research and Innovation

We forecast an increase in our overall level of research grant income of approximately 20% over the period, with income per Academic FTE rising slightly. This planned growth is supported by significantly improved professional services support for research grant development and application. We continue to work to improve our overhead recovery on research grants.

A number of major new multidisciplinary initiatives will move into operation during this period, supporting our critical mass in key areas. The *London Institute of Healthcare Engineering* and *Pears Maudsley Centre for Children and Young People* will complete major investments in 2023/24. Others are being grown after recently launching, such as the *King's Institute for Artificial Intelligence*, the *Digital Futures Institute*, *King's Climate & Sustainability* and the *Centre for Sustainable Business*.

King's Inspired Science will enable King's to build research and education excellence at scale at the interface between the physical and life sciences, building on areas of strength and focusing on developing critical mass where King's can realistically become world leading.

We will continue to seek targeted increases in the number of high-quality PGR students we attract to King's, through leveraging external funding, and building partnerships globally to support the creation of funded opportunities.

Staffing and Space

We have put in place the governance and leadership to enable us to build a thriving staff community at King's, including launching a Staff and Culture Strategy Committee of Council. We will address the key concern of staff workload by continuing to resource reductions in our overall academic student to staff ratios (SSR). The Academic SSR came down in 2022/23 to 15.9:1 (calculated on an internal basis) from artificial and unsustainably high levels during the Covid pandemic, and are budgeting to reduce this further to 15.5 by 2025/26. All faculties are developing transparent academic workload allocation models. We are also anticipating slightly reducing the SSR for professional services staff, and faculties are developing a co-ordinated Target Operating Model for Professional Services staff to ensure equitable workloads. The 23/24 budget allocates additional operating budget to support specific people and culture-related strategy initiatives, including addressing issues arising from the staff survey.

The space footprint is forecast to grow beyond the current active total of c.158k sqm due to the impact of bringing *Bush House Southwest Wing* into active use, the *London Institute for Healthcare Engineering* and our occupancy within the *Pears Maudsley Centre for Children and Young People*. Our medium-term target is to improve space utilisation, and either reallocate space to new income-generating activity or generate cashable savings. Initial savings have been proposed by the *Faculty of Life Sciences & Medicine* and the *Institute of Psychiatry, Psychology & Neuroscience*. Identification and implementation of further opportunities is being driven by a Faculty Ways of Working project group, and supported by making space charges an explicit cost as part of the internal resource allocation model to incentivise efficiency.

Professional Services Support

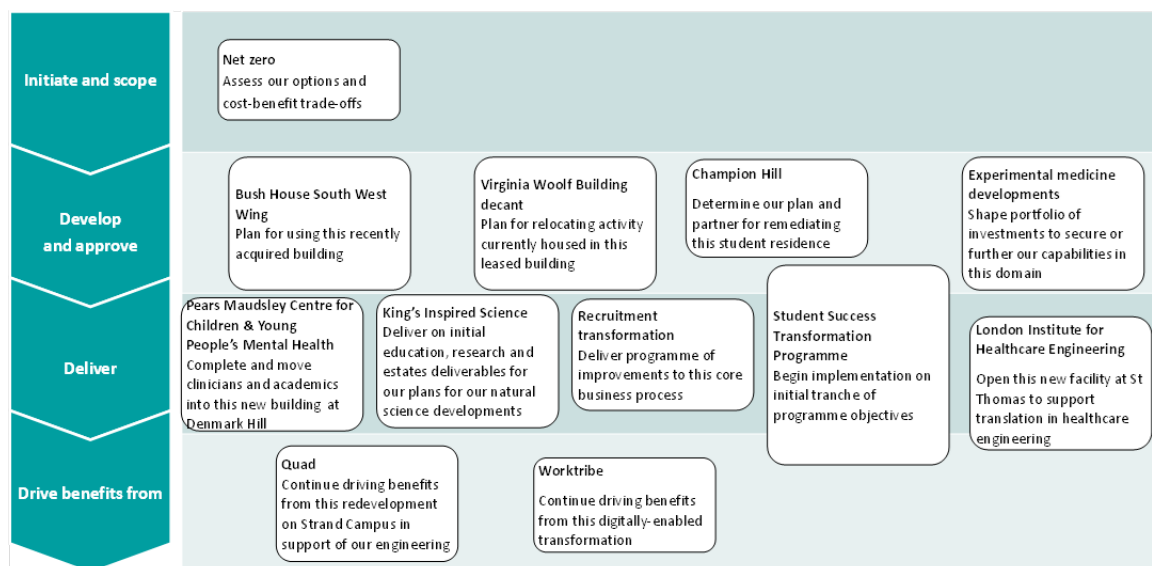
The focus of the operating plan for 2023-26 is to embed the Service Excellence framework, driving operational efficiency and continuous improvement of services using existing resources, and to selectively drive high-priority operational enhancements through operational budgets, and capital funding for larger transformation initiatives.

Directorates have been challenged to keep operating costs within a largely flat real financial envelope, with an allowance held by the Senior Vice-President (Operations) to fund mitigation of operational risks, and to further deliver specific high-priority operational enhancements required by faculties, that are not already delivered through the continuous improvement initiatives identified above, or major transformation projects funded through the *Strategic and Capital Investment Fund* and *Campus Reinvestment Programme*. These continuous improvement priorities include driving continuous improvements to the Integrated Planning Process on an annual basis, building the central web team to drive improvements in our online internal and external presence, and driving improvement to examination administration.

Strategic and Capital Investments

King's generates investment capacity to deliver on one-off, transformational needs. The primary mechanism for transformational investment is our **Strategic & Capital Investment Fund (SCIF)**. This is the vehicle by which we hold and allocate operating surplus we generate. It is used for both operating capital (to maintain our assets) and strategic investments (to transform, creating new assets and capabilities). We have also instigated a **Campus Reinvestment Programme (CRP)** to facilitate once-in generation estate transactions.

The diagram below highlights some of the major priorities anticipated in 2023-24. Additionally, in any given year we would expect to respond to third-party opportunities (capital grants, research funders, philanthropy.)



Integrated Planning Process & 2023-24 Budget

Introduction

The paper attached presents the final draft of the work that traces its beginnings from a half-day session with Finance Committee in February 2022. The thinking worked through collectively that day was re-presented, evolved with a wider range of co-authors including the Executive Dean's and agreed as a range of high level, top-down targets via a 'Central Case' in September 2022. This fed the Integrated Planning Process, a fully consulted and detailed bottom-up build of operating and financial plans with full engagement from management across the organisation.

Our objectives were to produce a three-year view of operating performance, a one-year budget and two further year's financial envelopes alongside a snapshot of the strategic and capital investments these operating surpluses were to fund. The financial years 2024-25 and 2025-26 (years 2 and 3 of the planning horizon) show indicative surpluses consistent with the 5.5% and 6% of income.

The IPP is a rolling process. It is not a three-year plan to be succeeded by a new three-year plan in 2026. Next year, the IPP will move to 2024/25 having detailed operating budgets consistent with 5.5% of income being available for investment and plans and financial frameworks out to 2026/27. We will evaluate the success of this approach on the delivery of normal operations and the delivery and impact of the strategic investments. It is hoped that this will provide a long-term methodology to guide King's progress and achievement.

We have completed this work alongside detailed processes to set tuition fees, student number and admission targets and broad aspirations for research performance. During this period, we have considered the associated external risks, mitigations, opportunities and our overall balance of delivery risk.

In prior reports to Finance Committee, we have focussed on progress updates. We present in this paper a summative consideration of the IPP's financial outputs and key driver information together with more detailed schedules included within the annexes.

Overall university financial plan – operating surpluses of 4.5% rising to 6% have been planned

Council has supported the need to set operating budgets at levels to produce a growing operating surplus available for investment, with an initial operating surplus target of 4.5% of income in 2023-24 increasing to a 6% surplus target in 2025-26. The 6% target is likely to be revised upwards in future years to recognise the scale of the ambition of King's and to incorporate the beneficial impact of earlier investments feeding into normal operations. This has now been planned in detail with the faculties over the initial three-year horizon and in detail for 2023-24 and projected in outline with the central directorates.

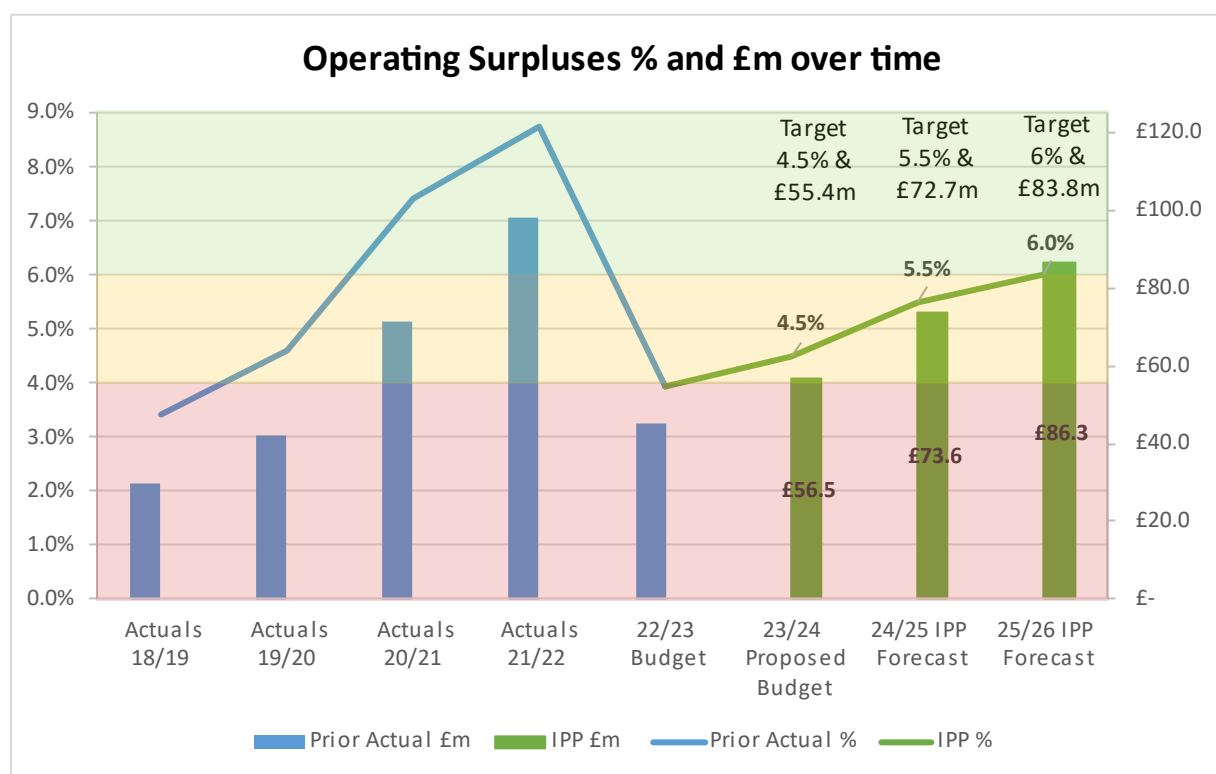


Figure 1: Operating Surplus % and £m over time

Given the detailed plans, this percentage performance has resulted in a slight increase in absolute financial performance required in each year as the absolute turnover of the university is planned to be higher than the initial Central Case work suggested.

King's College London Total								
	Actuals 2018/19	Actuals 2019/20	Actuals 2020/21	21/22 Actual	22/23 Budget	23/24 Proposed Budget	24/25 IPP Plan	25/26 IPP Plan
Research Income	186.8	194.4	195.4	220.5	240.1	256.5	267.8	286.7
Tuition Fee Income	385.6	422.6	500.8	607.3	615.9	678.3	733.3	801.4
Funding Body Grants	116.8	127.9	124.7	121.8	119.1	132.1	134.5	137.0
Other Income	178.1	170.8	140.5	172.8	176.0	190.9	202.0	213.6
Total Income	867.4	915.7	961.4	1,122.3	1,151.1	1,257.7	1,337.6	1,438.6
Academic Staff	186.0	197.9	200.1	217.3	243.6	270.0	288.4	307.7
Professional Services Staff	147.9	176.5	183.6	205.9	239.3	267.5	294.2	322.8
Agency and Contract - Establis	12.6	8.8	6.2	24.9	3.0	1.8	1.9	2.0
Establishment Staff Costs	346.5	383.2	389.9	448.1	485.8	539.3	584.6	632.5
Other Staff Costs	139.1	150.1	147.1	159.7	176.2	189.0	197.2	210.0
Non Pay Costs	335.9	324.5	337.2	400.0	428.2	457.0	466.3	493.9
Interest charges	16.2	15.7	15.9	16.4	15.8	15.9	15.9	15.9
Total Direct Expenditure	837.7	873.5	890.1	1,024.2	1,106.0	1,201.2	1,264.0	1,352.3
Operating Surplus	29.7	42.3	71.3	98.1	45.1	56.5	73.6	86.3
as % of Total Income	3.4%	4.6%	7.4%	8.7%	3.9%	4.5%	5.5%	6.0%

Figure 2: Summary I&E over time

In 2023-24 we are budgeting to be a c.£1.26bn organisation, generating a 4.5% surplus of c.£56m. 54% of our income will come from student fees and 20% from research. 61% of our expenditure will be on salaries (both establishment and other combined).

In 2025-26 we plan to be a c.£1.45bn organisation, generating a 6.0% surplus of c.£86m. Research will continue to make up 20% of our income, funding body grants are not forecast to grow as fast as tuition fee income reflecting a slight increase in the proportion of overseas students and a rise to 56% of total income.

The growth in King's income projected in the financial frameworks is striking. The projected income in 2025/26 is £477m higher than in 2020/21, a 50% increase in five years. The growth in tuition fee income from international students studying at King's over the same period is projected at £252m, a doubling since 2020/21. There is a certain inevitability in this change in the sources of our income, as some other major funding is fixed in cash terms at current price levels (for example, tuition fees from UK undergraduates). By 2025/26, we are forecasting that 35% of King's operating income will be earned from international students' tuition fees for UK study.

The projections show a continuation of recent rates of growth in research income. King's has previously been bounded by a range of £150m - £200m research grants and contracts income per annum for the past decade. This is a challenging market, as to achieve the levels of growth in the projections, King's would have to improve our market share from some major sponsors. The support of SCIF investments and investments in particular academic areas should support these research projections.

Beyond 2025-26, King's has an aspiration to fund the whole of its £100m Strategic & Capital Investment Fund from operating surpluses. This will require a rise in operating surpluses, long term, to c.7.5% to 8% of turnover to achieve and ensure sustainable financial performance. We recognise this will be challenging in the context of the current higher inflation environment and structural challenges in UK higher education funding. We need to continue to explore higher margin income opportunities and to drive efficiencies in our core operations to ensure staff can focus on their highest value activities. At present, any larger scale investments would require recourse to debt funding. In addition, we are reworking our philanthropic agenda to better align with investment in and with faculties.

Faculty plans, encompassing the majority of income earned at the university, show a similar profile of performance over the planning period. Further detail on the faculties collective position and links to detailed individual faculty positions is included Annex 2.

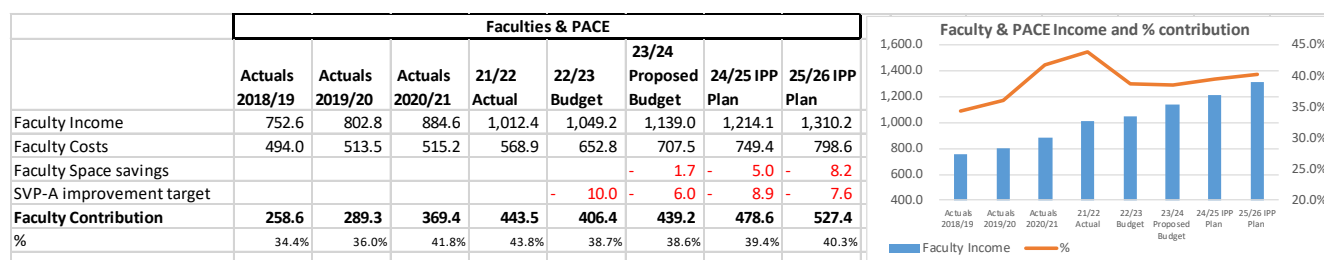
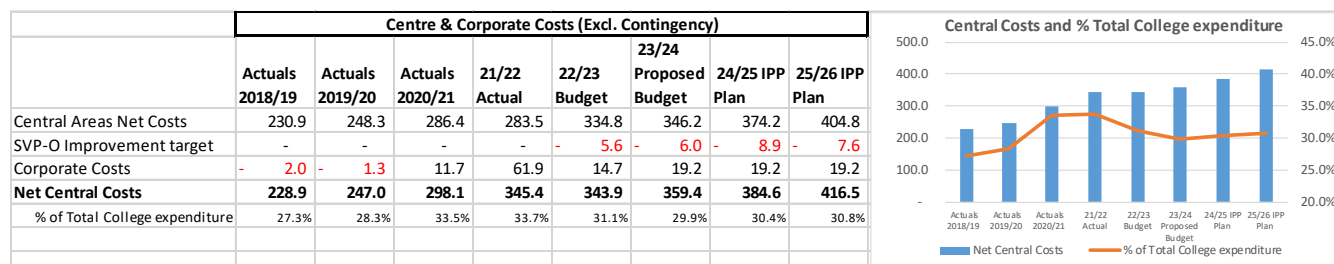


Figure 3: Collective Faculty & PACE (Professional And Continuing Education) I&E contributions

In order to meet the collective target surpluses, the faculties have included some space related cost savings. These rise from £1.7m to £8.2m over the next three years. The SVP Operations and the Estates department will be working to deliver these with the faculties as they look to make more efficient use of their space. The whole of the savings assumed here have been provided for as a risk provision centrally given the challenge and timeframe to crystallising these savings or put the space to use on activity not already included in the collective plans. We are encouraging the efficient use of space by all members of the King's community, and the internal recognition of space costs allows this, but space reductions may not lead to immediate 'cashable' savings.

The SVP Academic holds an improvement target of c.£6.0m in 2023-24, £4m lower than that set and achieved in the 2022-23 budget. This will likely come from a combination of incidental / frictional vacant post savings and/or over performance on income.

The contribution over time provided from faculties is set to grow over the period but not return to the percentages seen in the Covid period that was characterised by unplanned student intake growth and a challenge to recruit staffing to match. The graph shows this unplanned increase in the period 2020-2022. There is then an upward trend as both surpluses and the impact of inflation on the universities central costs increase over the time



horizon.

Figure 4: Net Central Costs, excluding contingency budgets

The collection of central costs encompass the central Directorates; International, Engagement & Service (IES); Executive Portfolios & Programmes, together with centrally held 'Corporate Costs' such as interest payable, parental leave and institutional subscription costs. More detail on the allocation of these budgets can be seen in Annex 3.

These areas have also delivered budgets in line with their initial targets, after adjusting for increases of additional budget provisions for marketing for income diversification and thriving staff community required to meet faculty and wider college needs. The four largest directorates (Estates £125.2m, Students & Education £50.5m, IT 49.2m and Research Management & Innovation £38.7m) make up 73% of the total of £359.4m total central net costs next year.

Net central costs peaked as a percentage of expenditure during Covid due to the impact of releasing students from their residence contracts reducing the imbedded income figure for Estates Trading and a range of atypical central provisions booked to the 2021-22 year under Corporate Costs of £42m covering, amongst others, the Pearson / King's Online contract alteration, global staff mobility rectification and partner payments due to the successful sale of the college's stake in a spinout. Central costs as a percentage of total expenditure reverts to c.30% with further slight rises given our aggregated local assumptions on the impact of inflation for non-pay impacting here more than in faculties. Further detailed work is needed on the 2024-25 and 2025-26 figures.

The key remaining part of the operating budgets and forward plans is our collective central contingency. Whilst there are a range of controllable budgets locally there is a need to provide for the likely and unknown impacts that may cause higher costs or a reduction of income in year.

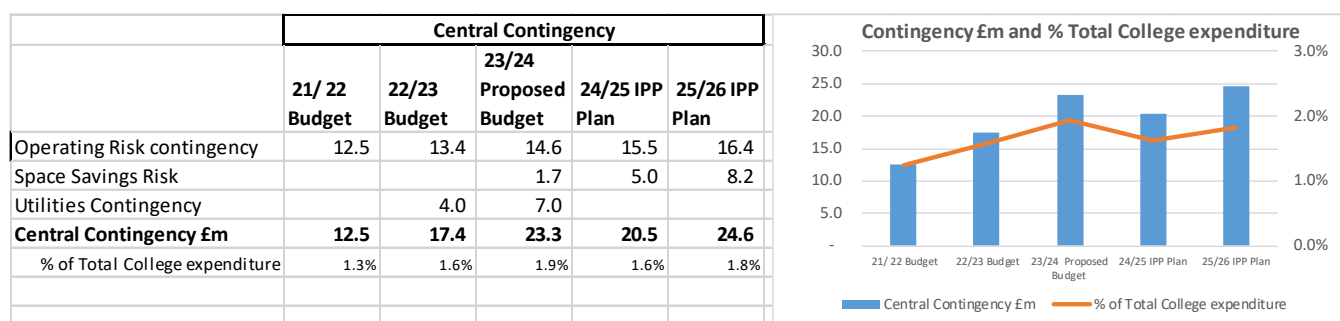


Figure 5: Central Contingency budgets and changes over time

In prior years we have held a c.1% expenditure contingency centrally for delivery risk and in-year issues. This has been enhanced to above 1.5% in future years to account for near term utilities rises and fully providing for space savings assumed in faculties as described above. Accelerating resolution on this space activity will enable release of this to the general contingency, boosting future year provision figures.

Overall, the plans give a highly creditable route to deliver the collective 4.5% target next year, and University Executive is fully supportive of the plans. The confidence is based on the detailed bottom up process undertaken with budget holders and responsible officers and collective reviews at Principal's Senior Team in late May and discussion and endorsement by the wider University Executive in early June.

Key activity drivers of the plan – a larger institution than the 'Central Case', with a lower student : staff ratio

The deliverability of the revised financial strategy, targeting a surplus of 6% by 2025-26 and continuing to rise beyond this, was assessed by a size and shape exercise that considered the component parts of the organisation encompassing our key activity drivers. These were assessed to ensure they work in tandem together to enable the financial delivery of surpluses for our longer-term academic investments.

Whilst more detailed faculty and central data can be seen in Annex's 2 & 3, a summary College level position is shared below. This compares the top down 'Central Case' and the bottom up IPP return, including next year's proposed budget.

Top Down 'Central Case' to Bottom Up collective 'IPP' returns													
	Contr. £m	Contr. %	Home Student FTE	OS Student FTE	Other Student FTE	Total Student FTE	OS Student %	Research income £m	Research OH %	Core Acad FTE	Core Acad SSR	Core PS FTE	Space SQM *
21/22 Budget	27.5	2.7%	20,463	10,627	2,561	33,651	31.6%	204.2	18.0%	2,352	14.3	4,062	158,228
21/22 Variance to budget	+70.6	6.1%	+662	+2,920	+558	+4,139	+4.3%	+15.5	+4.1%	-79	+2.3	-556	-
21/22 Actual	98.1	8.7%	21,125	13,547	3,119	37,791	35.8%	219.7	22.1%	2,273	16.6	3,505	158,228
22/23 Budget	45.1	3.9%	19,998	13,027	3,459	36,485	35.7%	240.1	19.0%	2,290	15.9	4,234	158,228
23/24 Central Case	55.2	4.5%	19,748	13,944	3,459	37,151	37.5%	252.8	18.9%	2,364	15.7	4,195	158,228
24/25 Central Case	72.0	5.5%	19,498	14,861	3,459	37,818	39.3%	271.8	20.6%	2,416	15.7	4,220	158,228
25/26 Central Case	83.7	6.0%	19,498	15,528	3,459	38,485	40.3%	286.3	20.6%	2,467	15.6	4,246	153,482
23/24 IPP Plan	56.5	4.5%	19,399	14,445	3,666	37,510	38.5%	256.5	19.4%	2,459	15.3	4,319	161,786
24/25 IPP Plan	73.6	5.5%	18,882	15,262	3,885	38,029	40.1%	267.8	19.7%	2,483	15.3	4,474	161,767
25/26 IPP Plan	86.3	6.0%	19,012	15,772	4,262	39,046	40.4%	286.7	20.0%	2,515	15.5	4,624	162,426
23/24 Difference	⬆️ 1.3	0.0%	⬇️ - 349	⬆️ 501	⬆️ 207	⬆️ 359	⬆️ 1.0%	⬆️ 3.7	⬆️ 0.5%	⬆️ 95	⬇️ - 0.4	⬆️ 125	⬆️ 3,558
24/25 Difference	⬆️ 1.6	0.0%	⬇️ - 616	⬆️ 401	⬆️ 426	⬆️ 211	⬆️ 0.8%	⬇️ - 4.0	⬇️ -0.9%	⬆️ 67	⬇️ - 0.4	⬆️ 253	⬆️ 3,539
25/26 Difference	⬆️ 2.6	0.0%	⬇️ - 486	⬆️ 244	⬆️ 803	⬆️ 561	⬆️ 0.0%	⬆️ 0.4	⬇️ -0.6%	⬆️ 48	⬇️ - 0.1	⬆️ 379	⬆️ 8,944
Y2 onwards central costs assumed at +8% pa, staffing FTE +4% pa as forward costs not considered in any detail locally													
Space includes savings proposals from IoPPN and FoLSM plus bringing LIHE, CYP, BH NWW & SWW, MH floors online whilst vacating VWB													
Arrows show 'bottom up' IPP Plans v 'top down' Central Case model, being higher is not necessarily positive depending upon the measure													

Figure 6: Key Drivers – Central Case v IPP Plans

Collectively, the returns submitted and agreed by leadership exceed the Central Case in almost all measures and years of the plan.

Student FTEs return to the high of 37.8k seen in 2021-22 by 2024-25 but in a planned and considered way. There are local plans for a further increase in international student share of the student population to c.40% by 2025-26. Whilst the Home student figures show a decline over time, UG Home returns to a c.14k level consistent with that seen in 2018-19 and 2019-20.

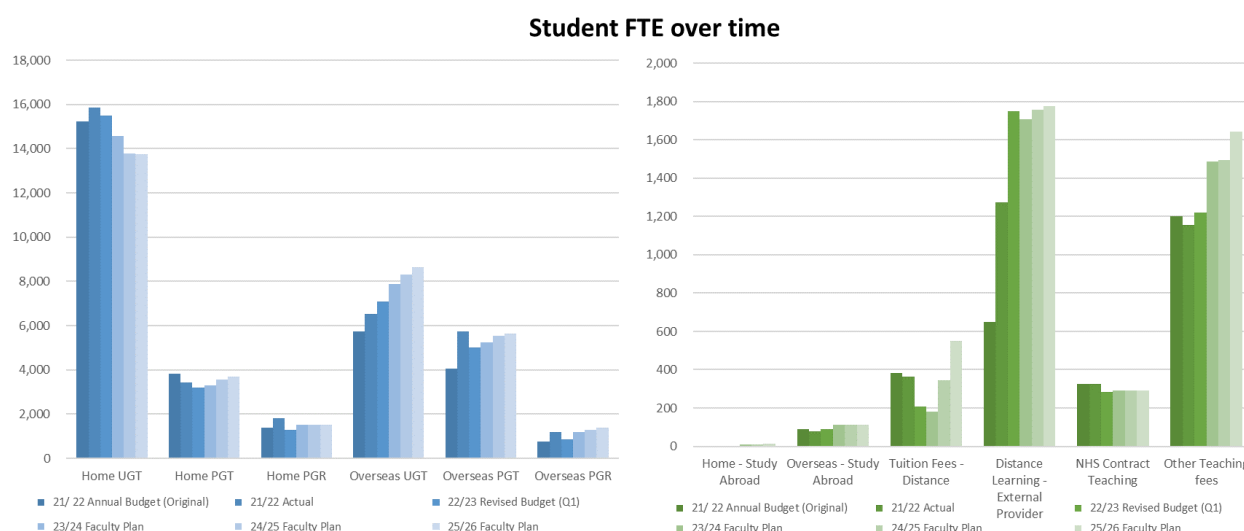


Figure 7: Shape of Student FTE over time and planned in the IPP Plan

Research income is largely in line with that projected in the Central Case with margin improvements occurring faster but settling below that seen in the top-down model. This suggests there is some further room for improvement in the overhead recovery rate, particularly as there is a marginal change in the sponsors of research.

Staff FTEs are shown as growing faster than the Central Case provided for. There was an assumption held in the top-down case of an inherent overestimate of the staff FTE and staff costs being removed despite work on vacancy / turnover savings assumptions over the past few years. This overestimate is seen in the large 2021-22 variance (red figures, row 2 in Figure 6) that have largely continued in the 2022-23 accounts. Whilst the Core Professional Services (PS) FTE actuals exclude FTEs for temps and agency staff there is likely to remain an overestimate of staff costs in the 2023-24 budget proposal providing confidence in the improvement targets agreed by the SVP Academic and SVP Operations.

The non-faculty-based Core PS FTE beyond next year have been projected by Finance rather than planned by local Directorates and so may overestimate growth but are in line with prior year movements. Growth in the collective PS FTE has been fairly consistent between faculty based and central staff over time. These staff provide services and support to the wider staff body in addition to the Core Academic FTEs including those on research or consultancy projects in faculties which are also forecast to grow over the planning horizon.

The combination of higher student growth but even higher academic staff growth has the effect of lowering the Student:Staff Ratios over time to c.15.3:1 in 2023-24, a deliberate plan versus the peak of 16.6 in the 2021-22 year. This is a marginal improvement on the top-down Central Case ratio of 15.7:1.

The space footprint is forecast to grow beyond the current active total of c.158k sqm due to the combination of savings projected in the Faculty of Life Sciences & Medicine and the Institute of Psychiatry, Psychology & Neuroscience together with our exit of the Virginia Woolf Building in 2025 and the impact of bringing Bush House Southwest Wing into active use, the London Institute for Healthcare Engineering and our occupancy within the Pears Maudsley Centre for Children and Young People.

In common with the financial budget submission and plans, leadership is confident in the ability of King's to deliver on these key metrics or influence their mix so as to deliver on our plans for the three years ahead.

Investment – The Strategic & Capital Investment Fund and the Campus Reinvestment Programme

The operating surpluses planned above are necessary to be able to renew our core assets and invest in expanding and improving our academic mission. There are two categories of investment we have planned as part of the wider Integrated Planning Process.

Strategic & Capital Investment Fund – using our operating surpluses effectively

This fund comes in two parts that span a c.£100m investment aspiration each financial year. Plans, projects and priorities are continually under review as part of a live and living investment plan. The first is the asset maintenance that is typically a mix of capital and annual expense of c. £35-40m per year known as SCIF - Operating Capital. The costs are almost akin to the normal cost of doing business – supporting our current estate, IT and research infrastructure expectations. This is detailed in Annex 4 and covers minor estates works, IT investments in equipment, projects and advances and our research infrastructure fund.

The second is known as SCIF – Strategic Investments. This is to provide for either:

- the creation of an asset;
- a one-off fixed-period transformation, where costs end and the benefit (financial or non-financial) continues beyond the period; or
- the start-up phase of an activity which is financially sustainable within a reasonable time period.

The current outline proposals and approvals as at the end April are included in Annex 4 and contain our investment plans for, amongst others, Student Success, King's Inspired Science and a marker for investment in online delivery of distance learning activity beyond the Pearson associated provision.

Campus Reinvestment Programme

Our second category of investment considers our biggest long term campus challenges and opportunities. The separation from the SCIF is for two reasons. Firstly, we expect to be able to fund our core academic expansions through our operating surpluses so that we are investing recurrently and sustainably and seeing these collectively make returns. We are expecting to fund projects in the Campus Reinvestment Programme by recycling existing value in our estate to better fit our long-term needs. We may also seek to raise debt subject to the circumstances of the case should this make financial sense. Any further need for debt raising would be presented in good time for Finance Committee and Council consideration.

Secondly, there are a range of medium to long term building and infrastructure needs and opportunities that we do not want to directly complete or detract from our short to medium term academic ambitions. These may involve changes we cannot ourselves control such as the ending of the lease at Virginia Woolf Building on the Strand and so need considering separately to the SCIF and across longer timeframes.

The current emerging position around the Campus Reinvestment Programme is also shown in Annex 4 and includes outline plans around Bush House Southwest Wing, Champion Hill residences and incubator deals with We Are Pioneer Group.

The programme has therefore been set up to:

- release excess or unsuitable estate to reinvest in better estate
- fund transitions from leasehold to freehold positions over time for our core academic estate – owning not renting
- focus estates development ideas on self-funded or collectively self-funding opportunities without recourse to reducing spend on core academic investments via SCIF.

The financing of the above investment combined with our planned operating surplus position and other key cash movements are shown in a simplified cashflow projection in Annex 5. Once the budget is approved work will commence over the summer to produce the full cashflow, balance sheet and external financial statement I&E for use in going concern modelling for the 2022-23 year end and onward formal submission to the Office for Students.

We expect a fairly gentle and smooth reduction in the cash balance over the period to 2025-26 in line with our previous models and the growth of our operating surpluses taking time to cover the SCIF investments. Annex 5's 'worse case capital' plan cashflow scenario suggests we could need to raise further debt should spend accelerate and asset realisations come in at their lower end estimates. This is seen as unlikely and is provided to show, in

conjunction with the 'best case capital' plan case, the range of positions that might occur, and the mitigation available in a worst case position. All are seen as acceptable in relation to liquidity and risk. The long-term structuring of our debt means that the first major 'bullet' repayment of existing debt is in 2031 (£60m) – well outside this planning horizon.

Annex 6 includes further exposition of the risks and potential mitigations in the budget for the coming year and the forward plans.

Annex 1: IPP Process so far and key terminology

Process to Date

- **February 2022** – Half day session with Finance Committee members on the initial thinking behind financial sustainability and our approach to redrawing the financial strategy.
- **May/ June /July 2022** – Three detailed workshops on Size & Shape work with the university leadership take place to generate the ‘Central Case’ model of required financial and operational performance to deliver our academic investment requirements.
- **July-September 2022** – University Executive and Council approve the *Central Case* of the Sustainable Financial Plan. The Central Case set out the broad university-level actions we intend to take to deliver a sustainable financial margin, reaching 6%+ by 2025-26. This is to enable ongoing investment in both the core operations of the organisation, and in strategic initiatives identified in Strategy 2026.
- **November 2022** – The university-level actions in the Central Case are developed into faculty-level financial contribution targets, with worked scenarios for how faculties might be able to meet these.
- **November 2022 – January 2023** – Faculties develop initial *work-in-progress* plans and estimate the financial contribution from these. Meetings with each faculty to discuss ongoing progress, chaired by the SVP (Academic).
- **Mid-January 2023** – Cross-faculty workshop reviewed emerging faculty plans, assessed delivery risk around meeting financial target, and identified areas requiring further action. An initial estimate of financial envelopes for central directorates and corporate costs were produced and discussed initially with the SVP (Operations) to review level of delivery risk and begin initial discussions on investment plans and engagement with Directorates.
- **Late January 2023** – University Executive update on financial position shared with plans for further actions as financial planning continues.
- **Mid-February 2023** – Directorate planning round detail discussions plan engagement with central professional service colleagues. Faculties continue their progress on initial draft plans
- **Early March 2023** – Update provided to Finance Committee with early draft position, context, risks, mitigations and contingency levels. This suggested a gap of £20m in faculties and £15m centrally to the 2023-24 c.£55m target. This was as expected at this stage of the process and we reported the overall assessment from senior leadership was that this gap will be closed as detailed planning continues. Work continued over Easter
- **Late April / early May 2023** – Principal’s Management Meeting and then University Executive update from all areas covering current position, discussing major investment items and outline enhancement business cases. This showed a £15m gap in faculties and that central areas would likely meet target with some risks accepted and a £7m caption from the central contingency for utilities costs. Local work continues on figures.
- **Late May / Early June 2023** – Principal’s Senior Team and leads from Finance and Strategy, Planning & Analytics away day to resolve last remaining gap at £6-7m in Y1 and Y2 but on target by Y3. Consider balance of risk and contingency together with potential enhancements in central areas and PACE. University Executive considers and recommends budget proposals for onward consideration by Finance Committee and Council
- **Mid-June 2023** – This update to Finance Committee for consideration and onward inclusion in ‘Operating Plan 2023-26’ paper to Council in July

Terminology:

Vision 2029 set out bold ambitions for the future of King’s as we look towards our 200th anniversary: to make the world a better place through our excellence in teaching, research and our service to society.

Strategy 2026 sets out how we intend to work over the years ahead to chart the next stage of our journey towards delivering Vision 2029. Sustainable finances are a key enabler for Strategy 2026.

Integrated Planning Process (IPP) is the business planning process that connects faculty and professional service directorate plans to the university’s strategic goals. A key outcome is a locally built and owed budget and two further year financial envelopes.

The ‘Central Case’ is the top-down model of the financial plans for the College agreed by management and endorsed by governance that set the financial targets for the bottom-up IPP plans and formed the latest OfS submission approved by Finance Committee

SCIF – Strategic & Capital Investment Fund, our OpEx and CapEx investments held outside our operating position funded from our operating surpluses

Campus Reinvestment Programme – a way of recycling our estate over the long term to remain fit for our future purposes

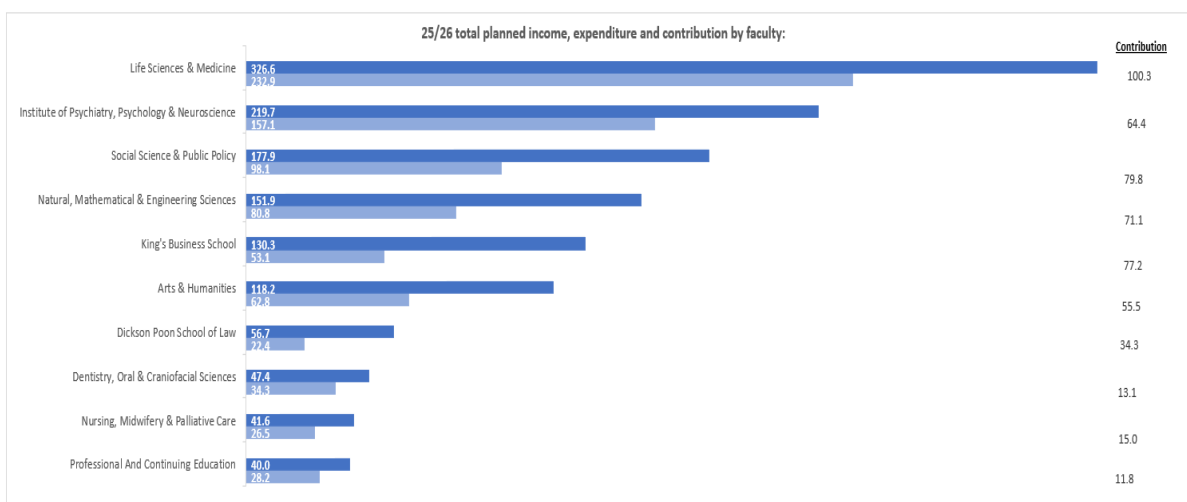
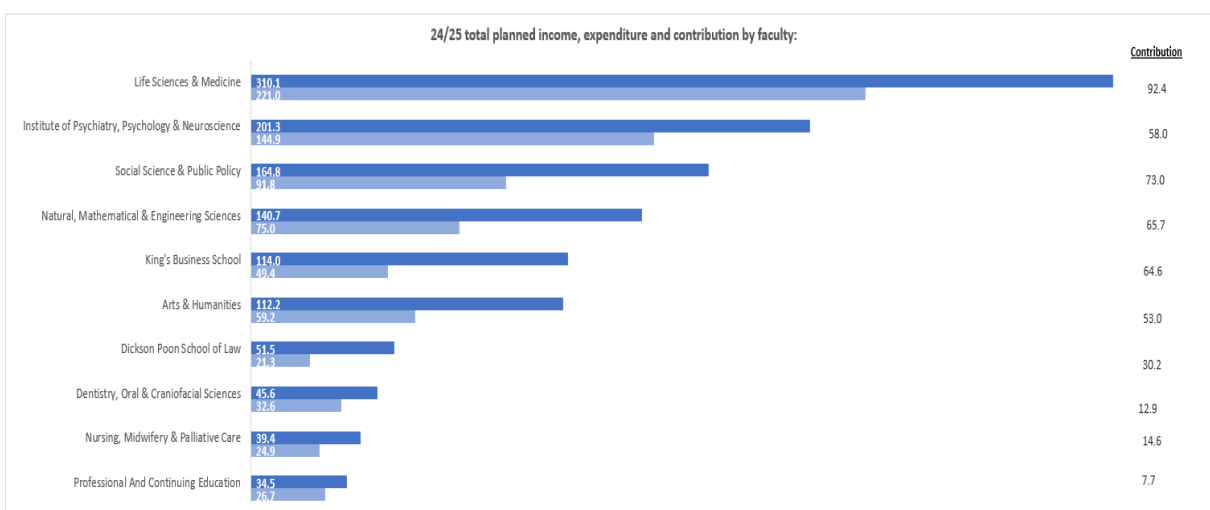
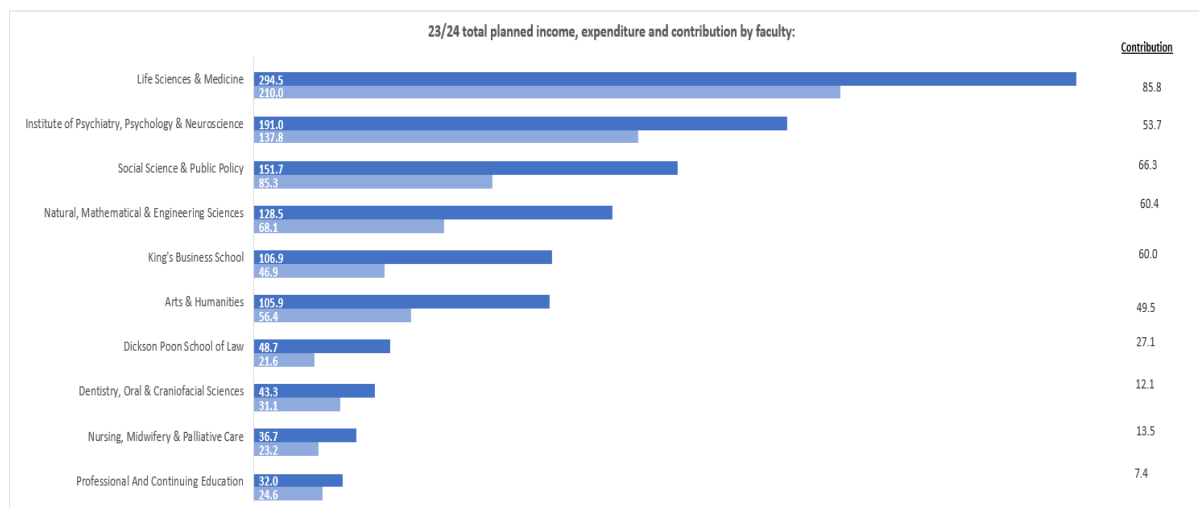
Annex 2: Detailed faculty positions

2a) Consolidated Faculty (inc. PACE) position

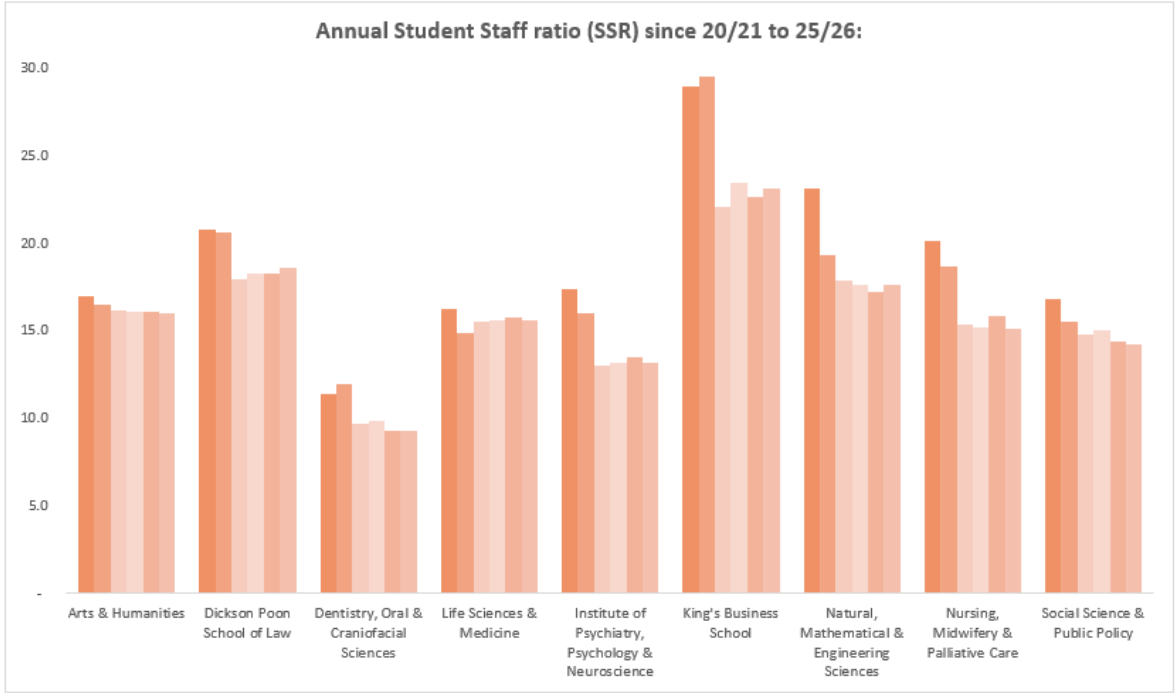
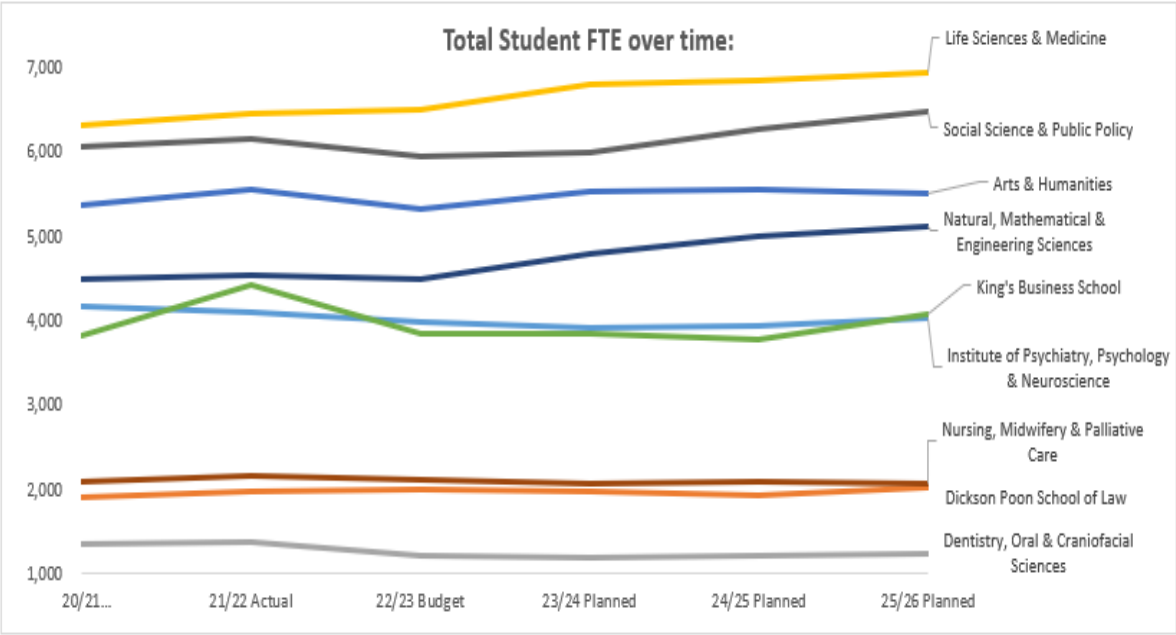
Faculties & PACE Income	23/24							
	Actuals 2018/19	Actuals 2019/20	Actuals 2020/21	Actuals 2021/22	22/23 Budget	23/24 Proposed Budget	24/25 IPP Plan	25/26 IPP Plan
Research Overheads	30.4	31.2	35.9	48.6	45.6	49.9	52.6	57.3
Recovery of Expenditure	156.3	162.9	159.1	171.1	194.5	206.6	215.2	229.4
Research Income	186.7	194.1	195.0	219.7	240.1	256.5	267.8	286.7
Home UGT	117.1	123.7	135.3	140.5	140.8	131.5	124.5	125.6
Home PGT	36.2	36.2	50.0	39.6	36.0	43.5	49.9	54.9
Home PGR	7.3	8.0	8.4	8.1	7.4	8.1	8.4	9.0
Overseas UGT	78.8	100.4	121.9	156.8	187.0	218.6	244.6	274.8
Overseas PGT	82.0	93.8	112.9	171.3	144.5	161.9	177.9	192.6
Overseas PGR	13.7	15.8	18.0	21.4	20.8	27.6	33.1	38.1
Overseas - Study Abroad	4.5	2.8	0.1	1.9	2.1	1.9	1.9	1.9
Tuition Fees - Distance	8.6	12.6	22.7	4.0	3.5	4.3	8.4	12.5
Distance Learning - External Provider	-	-	-	24.8	34.5	32.2	32.7	33.2
NHS Contract Teaching	14.5	7.5	7.8	8.7	6.4	7.7	7.8	7.9
Other Teaching fees	22.7	21.8	23.5	30.3	34.4	41.0	44.2	51.0
Tuition Fee Income	385.4	422.5	500.7	607.2	617.5	678.367	733.4	801.4
R Grant Funding	70.1	73.0	77.3	73.9	79.2	80.8	82.4	84.1
T Grant Funding	39.9	42.0	39.2	36.4	38.3	39.0	39.8	40.6
Other Grant Funding	0.6	0.4	0.6	0.7	0.5	0.4	0.5	0.5
Funding Body Grants	110.6	115.4	117.1	110.9	118.0	120.2	122.7	125.2
Consultancy & Service Contracts	20.0	18.7	17.0	15.9	19.1	20.7	22.4	24.1
Educational Partnership Income	2.1	4.3	6.5	2.7	2.9	4.2	5.2	6.5
Student Awards & Bursaries Income	12.4	9.9	12.7	13.5	12.6	13.2	13.9	14.6
NHS Recoveries	20.2	21.5	20.9	21.3	22.0	23.1	24.4	25.9
Endowment Income - local	2.4	3.9	3.4	3.7	3.3	3.5	3.6	3.5
Miscellaneous Income	12.7	12.4	11.2	17.5	13.9	19.3	20.7	22.3
Other Income	69.8	70.7	71.7	74.6	73.6	83.9	90.3	96.9
Total Income	752.5	802.8	884.6	1,012.4	1,049.2	1,139.0	1,214.1	1,310.2

Faculties & PACE Costs	23/24							
	Actuals 2018/19	Actuals 2019/20	Actuals 2020/21	Actuals 2021/22	22/23 Budget	23/24 Proposed Budget	24/25 IPP Plan	25/26 IPP Plan
Academic Staff	180.4	192.6	195.3	212.0	239.3	263.1	278.7	299.4
Professional Services Staff	49.1	52.5	55.7	61.5	72.4	82.2	89.2	95.9
Agency and Contract - Establishment Cover	4.4	3.0	1.9	3.3	1.0	1.8	1.9	2.0
Establishment Staff Costs	233.9	248.1	252.9	276.8	312.7	347.1	369.8	397.2
Research Funded Staff	102.7	110.1	107.9	118.2	138.0	146.8	153.0	163.5
Consultancy & Service Funded Staff	6.0	6.7	7.0	7.3	7.6	8.0	8.5	9.0
Educational Partnership Staff	0.5	0.7	0.7	0.7	0.6	1.2	1.5	1.7
Student Awards & Bursaries Staff	0.5	0.3	0.4	0.4	0.4	0.3	0.3	0.3
NHS Funded Staff Recoveries	19.6	21.0	20.5	21.3	22.0	23.1	24.4	25.9
Endowment Staff - Depts.	2.0	2.7	2.6	2.8	2.4	2.5	2.3	2.3
Other Non-Establishment Staff Costs	6.7	7.4	6.8	8.0	6.8	7.1	7.2	7.4
Other Staff Costs	138.0	148.9	145.9	158.8	177.8	189.0	197.2	210.0
General Non Pay	37.1	28.6	22.4	34.9	51.8	52.0	59.8	62.6
Research Funded Non Pay	53.7	52.8	51.2	52.9	56.5	59.8	62.2	66.0
Consultancy & Service Funded Non Pay	7.9	10.1	9.3	8.6	9.4	9.9	10.4	11.0
Educational Partnership Non Pay	0.3	0.2	0.4	0.2	0.2	0.6	0.7	0.8
Student Awards & Bursaries Non Pay	20.1	15.8	17.8	17.5	20.3	24.1	25.3	26.5
Student Fee Waivers and Discounts	2.4	1.4	3.4	3.3	3.6	3.7	3.9	4.1
Distance Learning - External Provider Non Pay	0.3	6.6	11.1	14.9	19.7	17.7	15.7	15.4
Endowment Non Pay - Depts.	0.5	1.0	0.9	0.9	0.9	1.3	1.3	1.3
Miscellaneous Non Pay	0.3	-	-	-	-	2.3	3.1	3.8
Non Pay Costs	122.1	116.5	116.3	133.3	162.3	171.4	182.4	191.4
Total Direct Expenditure	494.0	513.6	515.2	568.8	652.8	707.5	749.4	798.6
Faculty Space savings						- 1.7	- 5.0	- 8.2
SVP-A improvement target					- 10.0	- 6.0	- 8.9	- 7.6
Contribution	258.4	289.2	369.4	443.6	406.4	439.2	478.6	527.4
%	34.4%	36.0%	41.8%	43.8%	38.7%	38.6%	39.4%	40.3%

2b) Planned Income & Expenditure by faculty

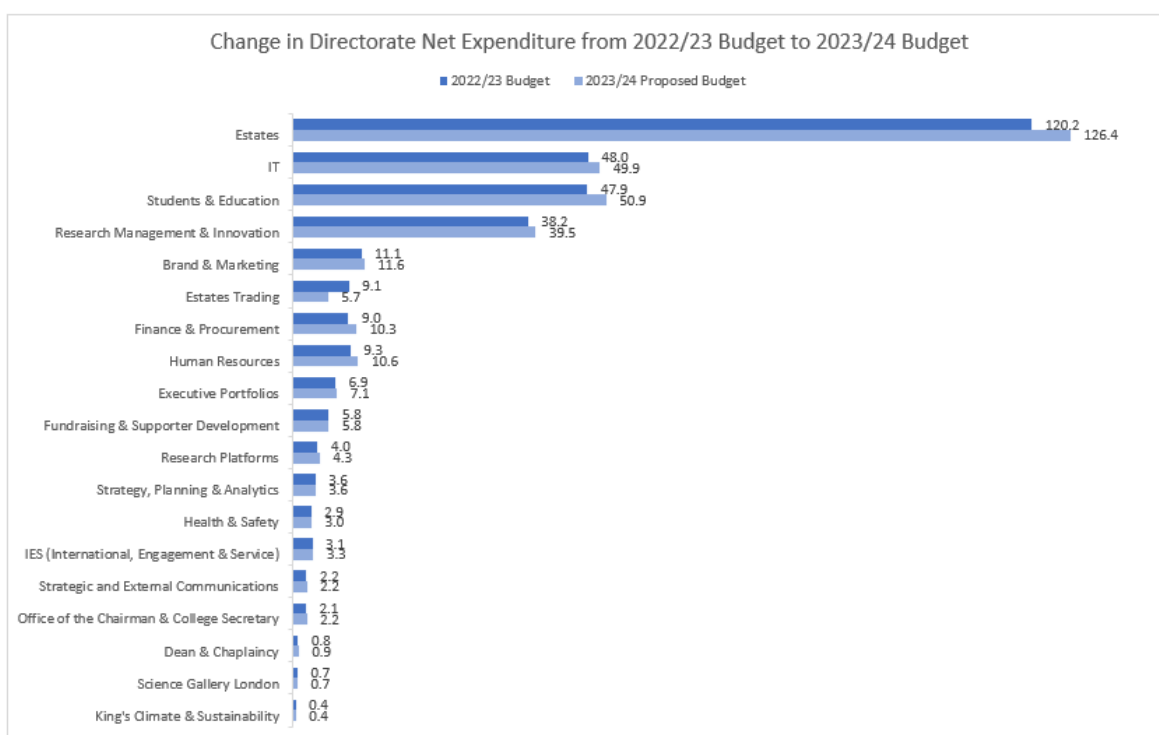


2c) Student and Staff changes over time

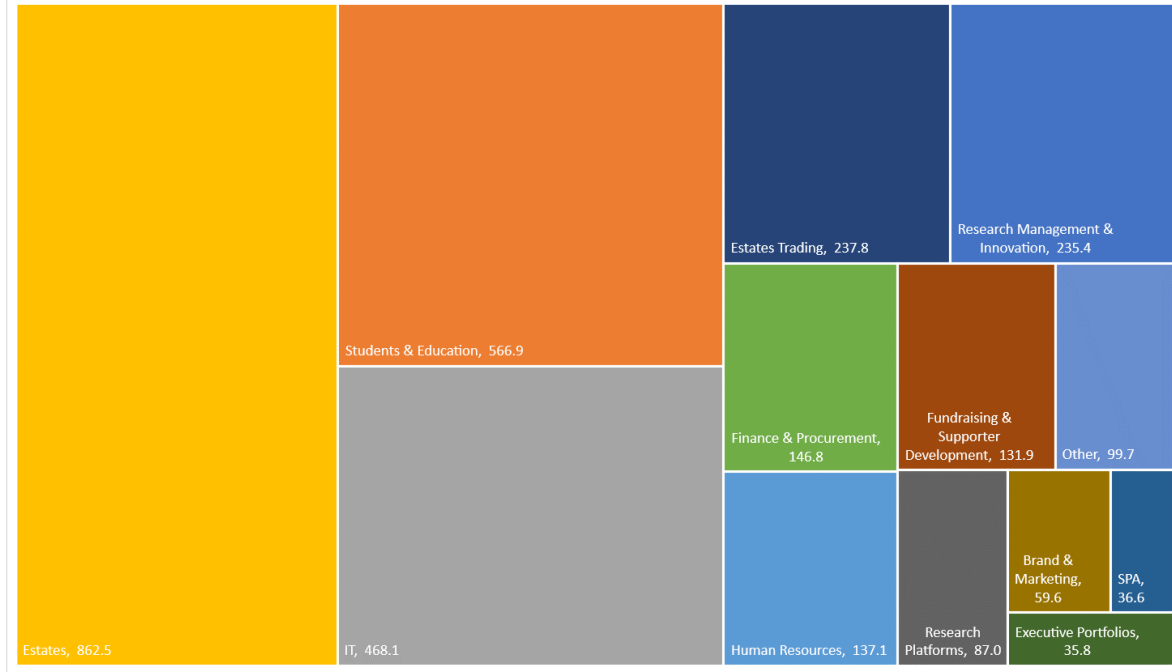


Annex 3: Detailed central areas positions

Directorates, IES, and Executive Portfolio & Programmes	Actuals 2018/19	Actuals 2019/20	Actuals 2020/21	Actuals 2021/22	22/23 Budget	23/24 Proposed Budget	24/25 IPP Plan	25/26 IPP Plan
Estates Trading Income	62.2	49.1	22.5	58.5	68.0	74.7	78.4	82.4
Recharge Income	10.9	10.3	11.1	11.7	10.8	10.7	11.3	11.8
Other Income	19.8	20.7	21.7	22.2	17.5	20.0	21.0	22.0
Total Income	92.9	80.1	55.2	92.4	96.2	105.4	110.7	116.2
Staff Costs	107.0	128.6	131.0	153.5	170.5	192.5	212.2	232.8
Bursaries/Studentships Costs	9.5	19.1	22.8	28.3	29.4	29.7	30.4	31.2
Publications Costs	5.1	5.6	5.7	5.6	5.8	5.9	6.1	6.2
Recharge Costs	2.5	2.8	2.4	3.0	1.6	0.4	0.4	0.4
Interest Payable	10.0	10.2	10.5	5.0	4.3	5.0	5.0	5.0
Other Non-Pay costs	189.7	162.1	169.2	180.5	219.4	218.1	230.8	245.3
Total Expenditure	323.8	328.4	341.6	375.9	431.0	451.6	484.9	521.0
Contribution / Net Expenditure	230.9	248.3	286.4	283.5	334.8	346.2	374.2	404.8
SVP-O Improvement target					- 5.6	- 6.0	- 8.9	- 7.6
Net Central Costs (exc. Corporate Costs)	230.9	248.3	286.4	283.5	329.2	340.2	365.3	397.2



Budgeted Staff FTE by Directorate
(2023/24 Proposed Budget)



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Council**Meeting date** 12 July 2023**Paper reference** KCC-23-07-12-11**Status** Final

Report of the Governance and Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Reappointment of Council and Standing Committee Members	14 June 2023	Yes	Approve
2. Update on Progress of Governance Review (verbal)	14 June 2023	No	Note
3. Meeting Schedule 2024-25	14 June 2023	Yes	Note
4. Away Day Agenda	14 June 2023	No	Note

For Approval

1. Reappointment of Council and Standing Committee Members

Motion: That the following reappointments be approved:

- (a) Vivek Ahuja to a second term as an Independent Member of Council for the term 1 August 2023 to 31 July 2026;
- (b) Julianne Daglish to a third term as an Independent Co-opted Member of the Audit, Risk and Compliance Committee for the term 1 August 2023 to 31 July 2026;
- (c) Waseem Malik to a second term as an Independent Co-opted Member of the Audit, Risk and Compliance Committee for the term 1 August 2023 to 31 July 2026;
- (d) Helen Gough to a second term as an Independent Co-opted Member of the Estates Strategy Committee for the term 1 August 2023 to 31 July 2026; and
- (e) Sanjeev Sharma to a second term as an Independent Co-opted Member of the Estates Strategy Committee for the term 1 August 2023 to 31 July 2026.

Background:

Council and standing committee members are eligible to serve for two terms of three years each, with a third, three-year term being permitted exceptionally. Julianne Daglish is being appointed to ARCC for a third term to balance the membership as other members are either stepping down or quite new in their tenure. The reappointment of Vivek Ahuja is recommended by the Chair of Council; the reappointment of standing committee members is on the recommendation of their respective committee chair.

To Note

2. Update on Progress of Governance Review

The Chair of GNC will provide a verbal update.

3. Meeting Schedule 2024-25

The schedule follows the standard model of previous years with the exception of a later date for the Away Day in order to allow more time for planning and paper preparation.

4. Away Day Agenda [KCC-23-07-12-11.4]

Attached for information.

Clare Sumner
June 2023

Council & Committee Meeting Dates 2024/2025

September 2024	Mon 16 Sept	09.45 - 11:45	Estates Strategy Meeting (also hold for joint FC meeting)
October 2024	Tue 8 Oct Wed 9 Oct Thur 10 Oct Mon 14 Oct Wed 30 Oct	18:00-21:30 08:00-17:00 15:00-17:00 16:00 – 18:00 14:00-16:30	Council Away Day Dinner Council Away Day ABOC Governance & Nominations Committee Academic Board
November 2024	Mon 4 Nov Tue 5 Nov Thu 7 Nov Mon 11 Nov Thu 14 Nov Mon 18 Nov	9:45-11:45am 16:00 – 18:00 15:00 – 17:00 16:00 – 18:00 10:00 – 12:00 17:00 – 19:30	Estates Strategy Audit, Risk & Compliance Fellowships & Honorary Degrees Finance Committee Academic Board Operations Committee Council
December 2024	Wed 11 Dec	14:00 – 16:30	Academic Board (Strategic Focus)
January 2025	Mon 13 Jan Mon 20 Jan	16:00 – 18:00 17:00 – 19:30	Joint Finance & Estates Strategy Meeting (holder) Council (Strategic Focus Meeting)
February 2025	Mon 10 Feb Mon 17 Feb Mon 24 Feb	9-11am 16:00 – 18:00 9:45-11:45am	Academic Board Operations Committee Governance & Nominations Estates Strategy
March 2025	Wed 5 Mar Mon 10 Mar Tue 11 Mar Mon 17 Mar Mon 31 Mar	2-4.30pm 16:00 – 18:00 16:00 – 18:00 10:00 – 12:00 17:00 – 19:30	Academic Board Finance Audit, Risk & Compliance Academic Board Operations Committee Council
April 2025	Wed 9 Apr	14:00 – 16:30	Academic Board (Strategic Focus)
May 2025	Mon 5 May Mon 12 May	16:00 – 18:00 17:00 – 19:30	Joint Finance & Estates Strategy Meeting (holder) Council Strategic Focus Meeting
June 2025	Tue 3 Jun Mon 9 June Mon 16 June Mon 23 June Mon 30 June	16:00 – 18:00 10:00 – 12:00 16:00 – 18:00 09:45 -11:45 16:00 – 18:00	Audit, Risk & Compliance Academic Board Operations Committee Governance & Nominations Estates Strategy Finance
July 2025	Wed 2 July Mon 21 Jul	14:00 – 16:30 17:00 – 19:30	Academic Board Council

Council Away Day 20 September 2023- Draft Agenda

[Note: the Away Day is preceded by dinner the evening before]

8:00-8:30	Continental breakfast available
8:30-8:45	Welcome/Introductions/Opening Remarks
8:45- 10:00	Emerging findings of the governance review
10-10:15	Break
10:15-12:15	Workshop on effective governor/executive relationship/ways of working
12:15-13:15	Lunch
13:15-14:45	Student Success Transition Programme
14:45	Break
15:00-16:30	Campus Masterplanning
16:30-17:00	Wrap up/next steps/debrief

Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-12
Status	Final



Report of the Staff & Culture Strategy Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Panel – Perspective of Department and Directorate Heads	13 June 2023	Yes	Note
2. Staff Survey Update	13 June 2023	Yes	Note

To Note

1. Panel – Perspective of Department and Directorate Heads

The Committee held what will be the first of a series of panel presentations involving staff at King's from various parts of the College. The Committee had a fruitful conversation with three colleagues who are leaders of two critical professional services and an academic department head. The goal of the session was to help the Committee move 'beyond paper to people' and get a sense of what the key issues are on the ground from those who have to manage them. The Committee learned that there is a great deal of pride among staff at King's and a sense of shared values. Two prominent issues were identified:

- a. A need to focus on progression and development for professional staff
- b. A need to improve the quality and efficiency of the processes for recruiting academic staff.

2. Staff Survey Update

The Committee received a report on the staff survey which had been issued in the week before the Committee's meeting and was informed that the initial response had been quite strong.

Leadership have made a clear commitment to the College community that the survey will centre on the following principles:

- **Confidentiality** – all responses and comments will be anonymous
- **Transparency** – results and action plans will be shared promptly with the community
- **Driving change** – following the results, actions will be developed to address key points and ensure change
- **Flexibility** – in addition to institutional priorities, actions will be developed and owned at the local level

Lan Tu
June 2023

Council	
Meeting date	12 July 2023
Paper reference	KCC-23-07-12-13
Status	Final



Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Generative AI	28 June 2023	No	Note
2. Academic Education Pathway	28 June 2023	No	Note
3. Report of the College Education Committee	28 June 2023	Yes	Note
4. Report of the College Research Committee	28 June 2023	Yes	Note
5. Approval of Student Terms & Conditions	28 June 2023	Yes	Note
6. Merging the International School for Government and The Policy Institute	28 June 2023	Yes	Note
7. Election of Associates of King's College (AKC)	28 June 2023	Yes	Note

To Note

1. Generative AI [KCC-23-07-12-13.01]

The Board received a report authored by the Executive Dean of the Dickson Poon School of Law exploring the challenges and the opportunities offered by Generative AI, technology which is growing exponentially and will have a significant impact on how universities operate in future. The report is attached.

2. Academic Education Pathway KCC-23-07-12-13.02]

The Board considered a report from the Senior Vice-President (Academic) which presented some high level statistics about the take up and progression of academic staff in the Academic Education Pathway (AEP). The AEP has been in place for five years and an assessment is timely. The review will be held under the aegis of the Senior Vice-President (Academic) and will be led by colleagues from the AEP community who will evaluate the programme against its original aims, with particular emphasis on opportunities for the advancement of staff whose academic careers are focused on education innovation and delivery. The terms of reference of the working group are attached.

3. Report of the College Education Committee

June is the busiest time of year for the College Education Committee as it seeks to have in place all of the changes need for academic regulations and programmes for the coming academic year. The Board approved or noted the following items from the College Education Committee:

- (i) Amendments to Student Admissions Policy
- (ii) Short Course Policy
- (iii) Proposal for suggested reworking of feedback regulations
- (iv) Academic Regulations, 2023-24
- (v) External Examiner Reports 2021-22: Postgraduate Programmes
- (vi) Degree Outcome Statement 2023-24

- (vii) The Inns of Court College of Advocacy (ICCA) Academic Regulations for use in 2023-24
- (viii) Addition to the Interruption of Study Policy (PGR students)
- (ix) RADA Academic Regulations, 2023-24
- (x) Non-Academic Misconduct Policy, Procedure and Guidance
- (xi) Support for Study Policy & Procedure
- (xii) Dignity at King's Prevention of Bullying & Harassment Policy – Revisions
- (xiii) Review of Academic Appeals
- (xiv) Student Visa Confirmation of Acceptance for Studies (CAS) Policy
- (xv) Core Code of Practice for Postgraduate Taught Research Governance and Dissertation Framework Review
- (xvi) Periodic Programme Review Report 2022-23
- (xvii) Continuous Enhancement Review (CER) – Overview Report
- (xviii) Learning Environments: Principles (Draft)
- (xix) Academic Calendar Update
- (xx) Changes to Evidence Requirements for Mitigating Circumstances
- (xxi) NSS 2023 Results Publication Update
- (xxii) OfS Consultation on a New Approach to Regulating Harassment & Sexual Misconduct in English Higher Education: Final Response from King's College London
- (xxiii) Periodic Programme Review Report: Digital Humanities
- (xxiv) Undergraduate Faculty Assessment Boards Annual Report 2021-22
- (xxv) Postgraduate Faculty Assessment Boards Annual Report 2021-22
- (xxvi) Feedback from Faculty Assessment Boards on Awards Data
- (xxvii) Feedback from Faculties on Academic Misconduct

Information or papers related to any of the above items are available from the College Secretary.

4. Report of the College Research Committee

- (i) Policy and Procedure for Security Sensitive Research Activities [KCC-23-07-12-13.04(i)]

The Board approved the new policy noting that this was a fast-changing area and that updates would be needed on a very frequent basis as legislation and regulations developed. The key aim of the Policy is to ensure that those who have legitimate reasons to work with security sensitive research material are appropriately protected and are not in infringement of the law, while also ensuring that the freedom to pursue academic research is upheld. See paper KCC-23-07-12-13.04(i), attached.

- (ii) Intentions Plan for Research Assessment

CRC reported that it had approved an 'Intentions Plan' for research assessment that would assist the College in responding to increasing requests from funders about processes and practices related to research culture. The plan builds on good practice demonstrated in the REF 2021 assessment and will help form a code of practice for the next REF. Beyond compliance, it was intended to provide a principles framework and informational tool kit for those making decisions.

The intentions plan will ensure that any group undertaking research assessment will understand:

- how the group would commit to ensuring awareness of biases is maintained

- specific measures to mitigate against risks of bias, and to promote inclusion
- steps to ensure that the criteria are adhered to throughout all stages of all assessments
- the most appropriate way to challenge potential biases
- the most appropriate way to communicate openly about research assessments and record decisions

The plan will be used for three specific purposes:

- To comply with requests made by external funders regarding triaging of candidates put forward for awards
- To employ as a tool when conducting REF output assessments
- To employ as a tool when considering applicants that have applied for internal funding

5. Student Terms & Conditions

The Board approved the following sets of Student Terms and Conditions:

- (i) General Terms and Conditions 2024-25
- (ii) Executive MBA Terms and Conditions 2024-25
- (iii) King's Online Terms and Conditions 2024-25
- (iv) King's International Foundation Terms and Conditions 2024-25
- (v) King's Pre-Sessional Terms and Conditions 2024-25
- (vi) Open Enrolment Short Courses Terms and Conditions 2023-24
- (vii) Terms and Conditions for Corporate and Tailor-Made Tuition in the Language Centre 2023-24
- (viii) Evening, Saturday and Summer Language Courses Terms and Conditions 2023-24
- (ix) Terms and Conditions for Non-Credit Bearing Language Courses 2023-24

Copies of any of the sets are available from the College Secretary.

6. Merging the International School for Governance and The Policy Institute

The Board received notice of a decision to merge the International School for Governance and The Policy Institute. This change represents a key step in the strategic development of both the ISfG and the Policy Institute, providing important benefits to each by ensuring the College can leverage their complementary strengths and supporting a shift to realising return on previous investments: the ISfG will be able to draw on the exceptional research, communications and external engagement capabilities in the Policy Institute; the Policy Institute will be able to leverage the teaching infrastructure in ISfG to support a key strategic shift into providing an exceptional education/executive education offer in applied public policy. This will help improve the financial sustainability of both and will provide a richer range of opportunities for students, clients and staff.

7. Election of Associates of King's College

The Board approved the list of students who had most recently completed the AKC programme and would receive their designation at graduation ceremonies in July.

Professor Rachel Mills, Deputy Chair
June 2023

The Implications of Large Language Models at King's

Introduction

Prompt

I am a university administrator and have to write a report on the effects of large language models on higher education. Please provide an outline for this report, covering the main issues for universities. Provide examples for each issue and provide citations to any useful papers.

Completion

Title: The Impact of Large Language Models on Higher Education: A Comprehensive Report

I. Introduction

- A. Background information on large language models (LLMs)
- B. Purpose of the report

II. Overview of Large Language Models

- A. Definition and characteristics of LLMs
- B. Evolution and significance of LLMs in the field of artificial intelligence
- C. Examples of prominent LLMs:
 1. OpenAI's GPT-3
 2. Google's BERT
 3. Facebook's RoBERTa

III. Benefits of Large Language Models in Higher Education

- A. Enhancing research capabilities
 1. LLMs can assist in information retrieval, analysis, and synthesis.
 2. Example: Researchers can leverage LLMs to process vast amounts of academic literature efficiently (Brown et al., 2020).
- B. Improving student learning experiences
 1. LLMs can support personalized and adaptive learning.
 2. Example: Chatbots powered by LLMs can provide instant feedback and assistance to students (Yordanova et al., 2022).
- C. Advancing natural language processing in educational applications
 1. LLMs can enhance automatic grading and assessment systems.
 2. Example: LLMs can evaluate essays and provide constructive feedback, reducing the burden on instructors (Jiang et al., 2021).

IV. Challenges Posed by Large Language Models in Higher Education

- A. Ethical concerns
 1. LLM-generated content may raise issues of plagiarism and intellectual property.
 2. Example: Students using LLMs to generate assignments without proper citation (Metz, 2021).
- B. Bias and fairness
 1. LLMs can perpetuate biases present in the training data.
 2. Example: LLMs may generate discriminatory responses regarding gender, race, or other sensitive topics (Bolukbasi et al., 2016).
- C. Security and privacy risks
 1. LLMs may inadvertently reveal confidential information.
 2. Example: LLMs trained on university data could expose private student records (Vyas et al., 2021).
- D. Disruption to traditional teaching models
 1. Concerns over the role of instructors when LLMs can provide comprehensive information.

2. Example: LLMs offering comprehensive lecture notes, reducing the need for instructors to deliver content directly.

V. Strategies for Harnessing Large Language Models in Higher Education

A. Establishing guidelines and policies

1. Implementing policies on ethical use and proper citation of LLM-generated content.
2. Example: Creating a university-wide policy addressing the responsible use of LLMs in research and academic work.

B. Incorporating LLMs into curriculum and instruction

1. Integrating LLMs into course materials to enhance learning outcomes.
2. Example: Incorporating LLMs in language courses to improve language proficiency and writing skills.

C. Collaboration and interdisciplinary research

1. Encouraging collaboration among researchers, educators, and AI specialists to address challenges and optimize LLM use.
2. Example: Establishing interdisciplinary research centers focused on AI and education.

VI. Conclusion

A. Recap of the main points discussed

B. Future prospects and potential developments in LLMs and higher education

Introduction

The text above is a verbatim prompt and completion from ChatGPT, the large language model (LLM) from OpenAI that everyone knows and almost everyone uses. As you can see, ChatGPT provides an excellent overview of some of the challenges and opportunities that LLMs present for King's—and it took a great act of will on my part not to expand this summary and pass it off as my own work.

Like its successor, GPT-4, and its competitors from Google, Meta, and others, ChatGPT is a system using a LLM trained on huge swaths of the internet using vast computing resources and sophisticated maths. The training algorithms and data generate a computational model of the connections between language units (“tokens”) that can then be used to generate text based on an initial user prompt. The prompt provides the context for the generation of the answer text (the “completion”) and the LLM mathematically predicts the next word in the sequence based on the prompt, and then serially iterates from there to generate each word in the completion based on everything that has gone before. As many people have discovered, the results are remarkable, especially when paired with other sophisticated methods to tune the output from the model.

Memorably derided as “stochastic parrots,” LLMs are language models, not knowledge models or cognitive models or sentience models. They have no internal representation of objects in the world, they do not understand causation, and they have no concept of the relationship between objects and/or actions—in short, they do not code for a range of features that artificial intelligence researchers once believed was necessary to create systems that could display genuinely intelligent behaviour. (They also are not sentient or conscious, although many humans will interpret them as displaying these characteristics and that’s a whole other can of worms.)

The extraordinary results generated by the latest generation of LLMs is an emergent behaviour of language—if it appears that these models are intelligent or can display sophisticated causal reasoning or even “understand” the world in a meaningful sense, it’s because of a couple of strange artifacts of humanity. Humans demonstrate intelligence via language, and we interpret intelligence (and cognition and sentience) also via language. The first aspect of this is the most important for our purposes; while the second is significant to understand the concerns about LLMs as the beginnings of artificial general intelligence. So it is that sophisticated model that encodes a large corpus of human language will be able to create new language that seems to display remarkable intelligence, insight, and creativity, even without any internal representation that codes for any of those things. These artifacts are not coded into the

model, they have just emerged because of the huge corpus of language that the model has been trained on.

This paper was requested to provide a basic primer on LLMs and to generate a discussion about the challenges and opportunities for the College created by LLMs. It takes as its starting point the fundamental observation that language is not the same as cognition, but that we have often used assessments of language as the basis for recognizing and assessing cognitive ability.

Challenges presented by LLMs

LLMs challenge existing systems within higher education because language is a proxy for thinking. This is as true for higher education as it is for LLMs. We want to admit prospective students who will be a good fit for the College—so we ask them to write an admissions essay that talks to why they want to come to King's and what aspects of their lives makes them worthy of being considered to be admitted. Once admitted, we want to know if that student has understood and internalized the lessons of our classes—so we set them an essay question that challenges them to explain to us what they've learned. When that student moves onto a PhD, we want them to demonstrate that they have read and processed the broad contours of their discipline before they embark on their narrow research question—so we ask them to write a literature review of their field. And so on.

Until November 2022 when ChatGPT was released, using language-based proxies was appropriate and helpful. This is no longer true. Without any understanding at all, LLMs can ignore the cognitive purpose behind the language-based challenge and simply generate completions that fulfil the fundamental criteria of the language-based exercise. So, for example, LLMs can create an excellent literature review for any PhD candidate in minutes, without the candidate ever cracking the (electronic) spine of the canon for their discipline. LLMs can answer any essay question in basically any discipline at the level of an excellent student. And so on. Some other examples of this fundamental problem are given by ChatGPT above, and they're all accurate and important. (Even though no thought went into their creation.)

There is no magic bullet to solve this problem. However, a decent starting point is to identify important language tasks within the university process—especially in our interactions with students—and to interrogate their underlying purpose. Where the generation of language is the fundamental object then LLMs are useful tools. Where the generation of language is a proxy for an underlying cognitive purpose, then using LLMs may defeat the purpose and new approaches will have to be developed.

For example, generating summaries of lectures in order to provide students with materials for revision is a great use of LLMs, since summarizing lectures is not an exercise that teachers get much cognitive benefit from. Whereas using a LLM to create a PhD literature review defeats the underlying purpose of creating the review, and so we will need a new approach. Either we take the unfortunate (and unenforceable) step of banning the use of LLMs for literature reviews, or we come up with a new process that helps the PhD candidate fulfil the original purpose of the literature review.

To confront this issue, the College will likely need a series of working parties to identify problems and generate solutions. The College Education Committee has already confronted the issue and come up with a proposal. It seems that many more examples of this will be needed.

Opportunities presented by LLMs

ChatGPT's completion above gives a few examples of how LLMs can and will positively transform higher education. It suggests that LLMs can process vast amounts of academic literature efficiently, can provide personalized learning environments for students, and automatically grade papers for formative assessment. These are all compelling use cases that the College can and should adopt.

But this is only the beginning. ChatGPT is based on an old model, and so it does not know about the Cambrian explosion of examples, use cases, and research that its own public release has generated.

A quick, unfiltered sample of recent papers on the use of LLMs in education includes:

- Khan Academy's release of Khanmigo, which promises to provide a personalized tutor for free for all K-12 students in all of the fields that it offers instruction (Khan Academy 2023)
- The use of LLMs in lifelong learning, especially in developing countries (Mhlanga 2023)
- The use of ChatGPT in creating practical exercises in forensic accounting (Street & Wilck 2023)
- Using ChatGPT to reduce the effort of producing various types of material as a law professor, including practice exams, class handouts, letters of recommendation, and a report for a committee (Oltz 2023)
- Using ChatGPT to create socratic dialogues for testing student comprehension of concepts (Shaver 2023)
- Using ChatGPT to create STEM assessment exercises, and then automatically grading them (Zhai 2023)
- And so on...

I do not pretend to know the best way to capture all the opportunities that we have in front of us. But I know that we should be discussing this. Hence this paper.

Large language models are a transformative technology for our sector. We should be leading in their responsible use.

Dan Hunter
4 June 2023

Annex – CEC Paper: “Use of AI in Assessment”

CEC paper: use of AI in Assessment

Introduction

This document outlines potential ways to foster effective academically ethical practice on the part of your students and mitigate against academic misconduct in view of the rapid evolution of generative AI tools. In the short term there may be a need to make minor changes to assessments for the upcoming assessment periods but in the longer term there will be a need for a wider discussion about how the College chooses to engage with the opportunities and challenges that are rapidly evolving and that have the potential to affect the way that universities operate and what we are seeking to develop in our students.

Universities around the world have responded to the rapid development of AI tools in varying ways, from prohibiting the use of Generative AI to more permissive approaches that give clear guidance on how to reference the use of tools within the assessment approach. This paper recommends that King's adopts the latter approach and gives some suggestions of ways in which colleagues might work with their students to agree academically sound and reasonable measures to mitigate the potential for using AI in assessment to gain unfair advantage.

Background

Following recent publicity around Generative AI such as ChatGPT, technical developments in AI have started to impact the world of education. ChatGPT is a user-friendly, chat-bot style Web tool based on GPT-3, a proprietary large language model built by the firm OpenAI. GPT stands for 'generative pre-trained transformer', referring to its creation of output, the way it is trained before use and does not dynamically learn (although its deployment may collect data for future

rounds of training), and the type of machine learning model used - transformers have seen success in natural language processing. OpenAI have now released GPT₄ which shows significantly improved performance.

ChatGPT predicts the next character in a sequence. Give it some text, and it will give you some more. GPT-3 has been trained on text from the Web, from books and from Wikipedia, costing an estimate \$4.6m (and 500 metric tonnes of CO₂) to train its 175 billion parameters, in addition to large total sums on [small army of outsourced contractors](#) who check prompts to steer the model away from reproducing illegal or harmful content.

We can expect language models both from OpenAI and other firms and research groups to be rapidly integrated into many other tools and technologies. OpenAI has been using GPT-3 as a basis for other systems, including the image generation ('AI art') system DALL-E-2 and the code-generation tool GitHub CoPilot, and OpenAI's synthetic content detection tool, 'AI Text Classifier'. The company also offers GPT-3 as a paid service for other companies to use in making their own software, which has led to writing assistants (e.g. copy.ai) and other tools. They have agreed a multi-billion dollar partnership with Microsoft, who suggest they will make OpenAI's large language models available in MS Word. Many other firms and research groups have similar technologies to GPT-3 (e.g. Google's LAMBDA/Sparrow/GLaM, BigScience's BLOOM). These are currently unreleased or less publicised, but heavy competition means that tomorrow, the conversation could move quickly from ChatGPT to another tool entirely – we are already beginning to see this with the release of GPT₄. ([AI, education and assessment](#), UCL, February 2023)

Implications for assessment

The implications for assessment are significant - all written work and coding are vulnerable. A [recent report](#) shows that GPT₄ 'exhibits human-level performance on various professional and academic benchmarks, including passing a simulated bar exam with a score around the top 10% of test takers' (OpenAI 2023). These tools are only going to increase in effectiveness and prevalence and trying to ignore them, outrun them or prohibit their use are not viable approaches.

Turnitin are launching their AI checker in Beta in Early April; King's will be disabling this function whilst its effectiveness is evaluated and until guidance for

staff and students can be produced. This may provide some form of mitigation, but we can't be certain how reliable or effective this will be.

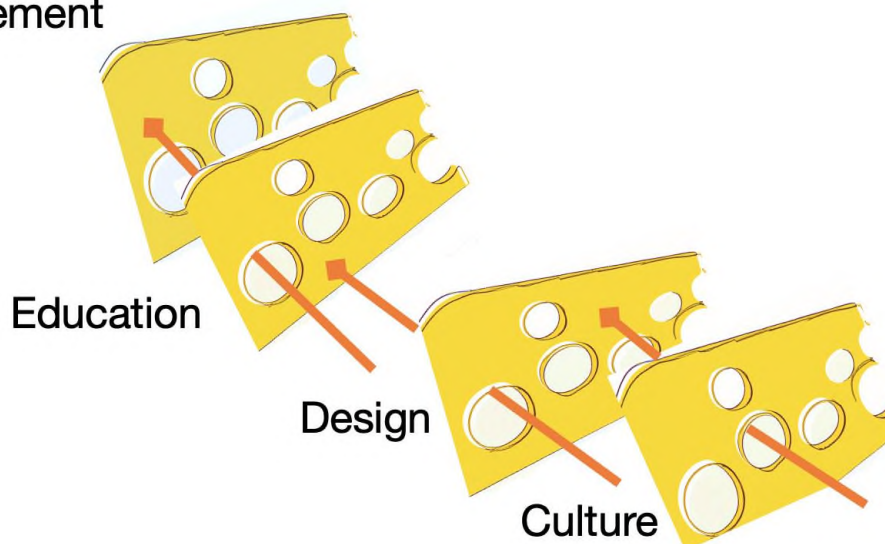
Approach and recommendations

There are several approaches one can take to mitigate against students using these tools in order to gain credit for work that is not their own:

1. Assessment design
2. Educational culture – communicating with students about the issue and the importance of ethical behaviour and agreeing 'codes of conduct' with them
3. Detection and enforcement

Research ([Rundle, 2020](#)) shows that doing any one of these on its own will not satisfactorily address the problem and suggests that we need to take a multi-layered, or 'strength in depth' approach and layer all these approaches together.

Enforcement



'Swiss Cheese' model showing how a multi-layered approach can be effective.

Suggested recommendations

1. Agree your department's position on the authorised uses of generative AI in both formative and summative assessments. This should include a statement of citation conventions in your discipline. Possible authorised uses might include using tools for stylistic suggestions or for preparatory searches.
2. In the case of specific assessments, module leads should specify to students exactly what is acceptable and how this should be acknowledged in the assessment submission. In those modules where a formative outline or similar

precedes and informs a subsequent summative assessment, the module lead should make clear whether any use of generative AI is acceptable in the development of both the formative and summative pieces.

3. Underline and explain the importance of sound academic ethical practice to your students and their responsibility as members of our scholarly community. Signpost your students to current King's policy and guidance on academic integrity (which is in the process of being updated), available on [Student Services Online](#).
4. Inform your students that they must not try to pass off work created by generative AI tools as their own without acknowledgement of the ways in which they have used such tools. This would constitute academic misconduct. Indicate that you have the right to conduct an interview to confirm authorship.
5. Consider asking your students to submit a coversheet accompanying their assignments where they sign a declaration that they have not used unauthorised Generative AI tools in working on the assessment and that they have read and understood and accept the College regulations.
6. If the timings are appropriate, amend department, programme and course assessment guidelines to communicate the current position.
7. Minor changes can be made to assessment questions for essays and examinations with the following caveats (see the links section for suggestions on how to tweak summative assessments).
 - a. Significant changes for the current academic year are not recommended given that students will have been preparing for their summative assessments through formative work and the use of past papers. Where substantive changes are made to question style or rubrics from one year to the next, departments are ordinarily required to provide students with sample questions, papers or mock assessments in the new format in good time to allow for adequate preparation.
 - b. Where possible, colleagues are encouraged to conduct internal assessment scrutiny processes. In the case of minor adjustments, such as changing a single question, it is not necessary to seek approval from

External Examiners. We should, however, advise external examiners of changes we make as these may otherwise be picked up in annual reports.

- c. Where minor adjustments are made module leaders / internal examiners should follow their standard departmental process by seeking any necessary approval, for example via Department Teaching Committee.
-
8. Reflect on your assessment practices and how you may need to adapt them in response to the capabilities of generative AI technologies in planning your assessment for next academic year. Suggestions can be found at the KEATS link below and further guidance will be forthcoming later in the year from the working group, chaired by Prof Dan Hunter, that is considering both the assessment issues and the larger questions of the opportunity that generative AI provides for the College.

Further resources

- KEATS: [Generative AI and Assessment](#)
- The Quality Assurance Agency for Higher Education (2023): [The rise of artificial intelligence software and potential risks for academic integrity: a QAA briefing paper for higher education providers](#)
- UCL: [AI, education and assessment staff briefing](#)

Academic Education Pathway: Progression Working Group

Terms of Reference

Context

Launched in Spring 2018, the Academic Education Pathway (AEP) was established to enable appropriate recognition, reward and opportunities for advancement for exceptional educators at King's. Characterised by a new Academic Education contract of employment, it proposed an indicative workload of 80% focussed on leadership & innovation in education, teaching delivery and administration, with the remaining 20% dedicated to education-related scholarship. While the [original AEP proposal](#) considered staff employed on Academic Education contracts to be out of scope for REF purposes, unequivocal parity with other academic colleagues in relation to status, performance expectations and advancement opportunities is explicit.

Now in its fifth year, it is appropriate to review progress in terms of appointment to, and progression on, the AEP, with a view to understanding whether the original objectives of the AEP are being achieved. The output may also inform future thinking around our people strategies and profile, including the potential need for adaptations to performance and promotions frameworks (ensuring appropriate triangulation between AEP objectives, broader strategy, and process).

Purpose and Scope

The AEP Progression Working Group (henceforth referred to as '*Working Group*') will **evaluate the AEP against its original aims**, with particular emphasis on opportunities for the advancement of staff whose academic careers are focused on education innovation and delivery; and will **make recommendations** surrounding any strategic considerations and/or changes to the promotions criteria.

In its evaluation, the Working Group will:

1. Surface variances across faculties to assess the level to which the AEP is consistently applied: -

- a) Explore AEP recruitment strategies and subsequent deployment across each of the faculties and PACE e.g., how do faculties utilise the role?
- b) Determine typical entry levels to the AEP, and the grades/posts/career family from which new AEP entrants transferred.
- c) Analyse and assess the level of progression within faculties, surface any local criteria and/or good practice and provide an appraisal for the cause of low progression, if found¹.
- d) Examine the potential causes for AEP colleagues to leave the route.

2. Recommend a clear and explicit definition of scholarship: -

- d) Investigate how scholarship is defined and applied in each faculty, including proportion of time broadly allocated and typical focus e.g., education or discipline-related research, or 'other' (to be identified).
- e) Examine and compare how scholarship is understood and applied in peer group universities for similar roles and identify any key considerations or core trends.
- f) Consider the contribution of educational pedagogic research undertaken by staff on the AEP and determine how this might be acknowledged in terms of REF recognition.

3. Review King's Grade descriptions and Criteria for the Academic Pathway

¹ It is acknowledged that this may be limited by the relatively short period since the launch of the AEP.

- g) Consider whether the examples of the type of activity that might be expected at each level remain appropriate in the context of the scope and purpose of this Working Group.

Membership

The group will be Chaired by a member of the Professoriate on the Academic Education Pathway who is a member of the Academic Board and will comprise:

- 9 Academic Education colleagues nominated by the Executive Deans, as well as an AEP representative for PACE.
- Vice President (Education & Student Success)
- 1 Faculty Vice Dean representative responsible for Academic Planning/People & Planning/People and Culture
- REF Delivery Director
- HR Director of People Partnering (Faculties)
- HR Director of Remuneration & Policy

Other King's colleagues may be invited to participate in the Working Group on an ad hoc basis, as determined by the Chair.

Project Duration & Reporting

This review will be carried out through Academic Year 2023-24. The Working Group shall meet as necessary with a view to submission of their findings to the Academic Board for discussion and advice, and then onwards to the Academic Staff Committee to consider any recommendations related to amendments to policy or practice for implementation in 2024-25.

Security Sensitive Research Activities Policy

Policy Category:	General
Subject:	The management of security sensitive research activities
Approving Authority:	Academic Board
Responsible Officer:	Senior Vice President (Operations)
Responsible Office:	Research Governance Ethics and Integrity
Related Procedures:	Security Sensitive Research Activities Procedures
Related College Policies:	IT Acceptable Use Policy Information Security Policy Procedure for Investigating and Resolving Allegations of Research Misconduct Health, Safety and Welfare Policy Safeguarding Policy International Regulations Policy and Guidance
Effective Date:	June 2023
Supersedes:	N/A
Next Review:	June 2026

1. Purpose & Scope

- 1.1 King's College London supports the academic freedom of its researchers to conduct scholarly research activities in connection with their affiliation to the College. The University expects its staff and students to act with the highest integrity at all times, and to conduct their business in an honest and open manner, and in line with all relevant legislation.
- 1.2 Researchers who access security sensitive research material for the purpose of their academic research or as part of educational activities can be subject to surveillance by, and lead to, enquiries from the police or other law enforcement agencies.
- 1.3 If staff, students and affiliates manage their activities appropriately, they can usually proceed with these activities as normal while at the same time upholding obligations to the university, meeting regulatory requirements, and protecting the integrity and reputation of the University and its members.
- 1.4 This policy is designed to ensure that those who have legitimate reasons to work with security sensitive research material are appropriately protected and are not in infringement of the law. The University seeks to ensure that the freedom to pursue academic research is upheld, balanced with the need to protect our researchers from radicalisation, and to ensure compliance with relevant legislation.
- 1.5 This policy aims to ensure compliance with the [Counter-Terrorism and Security Act \(2015\)](#) and to enable the University to fulfil its duty to *have due regard to the need to prevent people from being drawn into terrorism*, and extremism, and to facilitate scholarly research into security-sensitive topics. Conducting research in line with this policy allows the College to assist the appropriate authorities by demonstrating that any security-sensitive material has been accessed as part of legitimate research activities.

- 1.6 Carrying out security-sensitive research may trigger a level of personal risk to the researcher that cannot be mitigated by the College. Whilst compliance with this policy does not guarantee protection from investigation or prosecution by national or international authorities, or from action taken by enforcement or security agencies outside of the United Kingdom, it does mean that the College can aim to support the researcher to the best of its ability.
- 1.7 This policy:
- outlines the actions the University expects its researchers to take in terms of appropriately disclosing the conduct research into security sensitive topics, and how to appropriately handle and store such material.
 - assists with the identification of security sensitive topics.
 - supports the mitigation and resolution of any associated risks in order to protect the researcher.
- 1.8 Any breach of this policy will be referred directly for investigation under the [Procedure for investigating and resolving allegations of research misconduct](#), in the case of staff members and research degree students, or under the *Misconduct Regulation (G27)* of the College's *Academic Regulations* in the case of students who were not studying towards a research degree on the date of breach.
- 1.8 This policy applies to all King's College London employees, honorary and emeritus staff. It also applies to those students, volunteers or other members of the University community who may be involved in research, in the name of King's College London, in any capacity. This includes research undertaken for educational purposes by undergraduates or taught postgraduates as part of a taught course module.
- 1.9 The policy relates to all research involving security-sensitive topics conducted in the name of King's College London.
- 1.10 The policy complements the [International Regulations Policy and Guidance](#) which must be considered in parallel to this policy where relevant.

2. Definitions

- 2.1 Under this policy, and its connected procedure, "researcher" refers to any person officially connected with King's, including employees, emeritus, honorary or visiting post holders, students, contractors and volunteers.
- 2.2 "Students" means any individual enrolled on a course of study at the university, including undergraduate, taught postgraduate, research postgraduate or those on short courses.
- 2.3 Research activities considered to be "Security-Sensitive" include, but are not limited to, the access or generation of:
- (i) material (including Online Material in the public domain and Digital Material) relating to terrorism, extremism, radicalisation and/or material which may be considered to contain "vocal and active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs" ([Counter Terrorism and Security Act \(2015\)](#)).
 - (ii) material relating to a terrorist group or [proscribed organisation](#).
 - (iii) material relating to criminal, or otherwise illegal, activity.

- (iv) materials which require security clearance.
 - (v) materials used for research commissioned by defence or security sectors.
 - (vi) materials that can only be obtained by accessing the 'dark web' through a specialised browser, and
 - (vii) materials that are illegal, related to criminal activity, or are otherwise sensitive or obscene.
- 2.4 "Radicalisation" is the process by which a person comes to support terrorism and extremist ideologies associated with terrorist groups.
- 2.5 "Terrorism" is the use or threat of action which:
- (i) involves serious violence against a person,
 - (ii) involves serious damage to property,
 - (iii) endangers a person's life, other than that of the person committing the action,
 - (iv) creates a serious risk to the health or safety of the public or a section of the public, or
 - (v) is designed seriously to interfere with or seriously to disrupt an electronic system,
- where the use or threat is designed to influence the government or to intimidate the public, or a section of the public, and the use or threat is made for the purpose of advancing a political, religious or ideological cause.
- 2.6 "Proscribed Organisations" are defined as terrorist groups or organisations banned under UK law, in accordance with legislative proscription criteria, by the UK Home Office. A list of which can be found here: <https://www.gov.uk/government/publications/proscribed-terror-groups-or-organisations--2>
- 2.7 The "Dark Web" refers to websites that exist behind multiple layers of encryption that cannot be accessed by using traditional search engines or visited by using traditional web browsers.
- 2.8 "Digital Material" refers to information, including text, images, audio and video, that is stored in digital form and is made accessible using digital technology, other than through the internet.
- 2.9 "Online Material" refers to information, including text, images, audio and video, that is accessible or is made available by connection to a central processor or computer network using the internet.

3. Policy

- 3.1 Research into security sensitive topics can put a researcher at risk of becoming:
- (i) the subject of surveillance or investigation by relevant authorities.
 - (ii) radicalised by the material which they are accessing and handling.
- 3.2 The University requires all research involving security sensitive topics to be subject to the necessary registrations, approvals and permissions prior to the research commencing. At a minimum this will include the registration of the research with the [Research Governance Office](#) and the provision of an appropriate repository from KCL [IT Assurance](#) for purposes of securely storing material, but it may also include the appropriate ethical clearance where this is relevant.

- 3.3 In cases where the risk of the research is deemed to be high to either the researcher or the University or if the [Research Governance Office](#) does not have the expertise to determine if a risk has been appropriately mitigated, the registration may be deferred in confidence for expert review and authorisation by the *Security Sensitive Research Expert Advisory Panel (SSREAP)*.
- 3.4 The University will provide a process by which researchers can register such research and receive instruction on the most appropriate storage repository. However, it remains the responsibility of all researchers to:
- a) ensure that their registration remains up to date at all times by submitting a revised registration should any amendments be made to the project.
 - b) ensure that they use only the storage repository advised by IT for the material related to the registered project.
 - c) seek guidance either from their Line Manager or the [Research Governance Office](#) if there is any doubt as to whether their research falls under this policy.
 - d) ensure that all access to and storage of security sensitive research material is handled on the university network or university owned computers. The University advises against the use of personal devices, with the exception of instances where appropriate risk mitigations can be put in place as agreed through the process of registration.
 - e) ensure that any potential risks to the researcher, other individuals and the University are considered and appropriately mitigated.
- 3.5 Failure to adhere to points 3.3 a) & b) above may constitute research misconduct and may be referred to the appropriate university misconduct process for action.
- 3.6 It is recognised that there may be some occasions where classified data is being handled and in order to meet the government/security handling requirements, full registration will not be possible or appropriate. In such instances the research must be discussed directly with the [Research Governance Office](#) who will advise on the appropriate steps to be taken.
- 3.7 The [Research Governance Office](#) is responsible for reviewing registration submissions, and any updates, to make a record of activities planned to be carried out. This will ensure that should the activity be brought into question by the authorities there will be evidence for it to be established that the activity has been for the purposes of legitimate academic research.
- 3.8 The *IT Assurance* team is responsible for assessing the nature of the material to be accessed and determining and making available, the most appropriate and secure storage repository for the management of the data. This will take into consideration any requirements of relevant funding bodies.
- 3.9 If a researcher is found to have accessed material beyond what they have registered, and it is deemed to go beyond what is legitimate to have been accessed for the purposes of the academic research, or if they deliberately conceal or attempt to conceal security sensitive research activities, it will be considered research misconduct and referred immediately to the appropriate university disciplinary process for action. There may also be grounds for the University to report this to the relevant authorities.
- 3.10 There will be no time limitations on referral for disciplinary action as described in this policy.

4. Reporting and review

- 4.1 An annual report will be provided to the Senior Vice President (Operations) and a summary provided in the annual report of the Deputy College Secretary & Chief Compliance Officer to the [Audit, Risk and Compliance Committee](#).
- 4.2 Failure to appropriately register and conduct security sensitive research may lead to investigation under the College's [Procedure for Investigating and Resolving Allegations of Research Misconduct](#) and as such there may be a requirement to report this to any associated funding body.
- 4.3 This policy and its associated procedure will be reviewed at least every three years.

Procedure for Registering Security Sensitive Research Activities

Policy Category:	General
Subject:	The management of security sensitive research activities
Related polices & procedures:	IT Acceptable Use Policy Information Security Policy Procedure for Investigating and Resolving Allegations of Research Misconduct Health, Safety and Welfare Policy Safeguarding Policy International Regulations Policy and Guidance
Effective Date:	June 2023
Supersedes:	N/A
Next Review:	June 2026

1. Purpose & Scope

- 1.1 These Procedures are in accordance with the *Security Sensitive Research Activities Policy* [\[URL\]](#) and should be considered in conjunction with any instructions for using any tools provided by the University for the registration of such research.
- 1.2 The procedures are intended to help the University balance the freedom to pursue academic research, with the need to protect our researchers and students from being drawn into terrorism and extremism and to ensure compliance with relevant legislation. They are also intended to support the university in conducting its research in a legal, ethical and transparent manner.
- 1.3 The primary purpose of the procedures is to ensure that researchers and students are adequately supported in registering security sensitive research to the University in such a way that:
 - (i) should they ever be subject to surveillance or investigation by any authorities it can be evidenced that the security sensitive material was accessed for legitimate academic research purposes.
 - (ii) the University has sufficient oversight of the research being undertaken to ensure that researchers are not at risk of becoming radicalised.
- 1.4 The secondary purpose of the procedures is to provide staff and students with a framework within which they can design a management plan for handling security sensitive material.
- 1.5 These procedures apply to all King's College London employees, honorary and emeritus staff. It also applies to those students, volunteers or other members of the university community who may be involved in research, in the name of King's College London, in any capacity.
- 1.6 The procedures relate to all research involving security-sensitive topics conducted in the name of King's College London. This includes research undertaken for educational purposes by undergraduates or taught postgraduates as part of a taught course module.

2. Definitions

- 2.1 Definitions are contained in the *Security Sensitive Research Activities Policy* [[URL](#)]

3. Procedures

A. Procedures for identifying security sensitive research

- 3.1 In advance of any collection of research materials, the researcher must identify whether their project constitutes security-sensitive research and therefore is covered under this Policy. They can do so by having clearly defined the research methods they intend to use to conduct their research and the type of research material they intend to analyse. Section 1 of the *Security Sensitive Research Registration Form* can also be used as a checklist to determine if this policy applies.
- 3.2 Students should discuss their research with, and obtain approval from, their supervisor, before registering their project under this policy.
- 3.3 If there is any doubt as to whether a research project falls under this policy, researchers should discuss with their supervisor or Line Manager as appropriate or with the [Research Governance Office](#).
- 3.4 Although onus is on individual researchers to appropriately register security sensitive research, supervisors and line managers should make reasonable efforts to be broadly aware of the nature of the research their staff or students are conducting and direct them to these procedures as appropriate.
- 3.5 It is recommended that researchers discuss security sensitive research with their supervisor or Line Manager at as early a stage as possible, in order that any special provisions that might need to be made for the research in terms of facilities or resources can be considered and feasibility determined.

B. Procedures for registering security sensitive research

- 3.6 The University requires all researchers who have determined that they are conducting security sensitive research to register this with the [Research Governance Office](#).
- 3.7 The registration procedure is not a substitute for ethical clearance from the College's Research Ethics Committee and researchers must consult Research Ethics Office webpages to ascertain whether their project requires ethical clearance ahead of any data collection. In instances where research ethics review is determined to be required, the project must also be registered with the Research Governance Office.
- 3.8 The registration process is not a substitute for any requirements to be followed under the [International Regulations Policy and Guidance](#) and researchers must consult this policy to ascertain whether their project requires any other approvals or licence applications before the research can commence.
- 3.9 Researchers must register their research by completing the Security Sensitive Research Registration form [[Add URL](#)], which must include the details of the material to be collected and also a risk assessment of the research. Proper consideration must be given in completing the risk assessment to other University Policies and Procedures that may be relevant such as IT and health and safety.

- 3.10 If students will be accessing any security sensitive research material as part of an activity which falls within the learning aims and objectives of a taught module, the Security Sensitive Research Registration form for Taught Modules [\[Add URL\]](#) should be completed by the module leader and submitted to the Research Governance Office for registration prior to commencement of the activity.
- 3.11 If, as part of a Taught Course Module, students will be conducting individual research projects in which the activity does not fall within the learning aims and objectives of the course but is instead a stand-alone research project for which each student has their own specific aims and objectives, then an individual Security Sensitive Research Registration form must be submitted by each student.
- 3.9 The security sensitive research registration forms will be securely stored on the university network and will be managed by the [Research Governance Office](#). However, where circumstances require it, they may need to be accessed by:
- (i) University management, including faculty and directorate line management or staff in Research Management and Innovation Directorate or IT who are responsible for collaboratively overseeing the system of support for security sensitive research.
 - (ii) Internal Auditors or any university manager who has been requested to investigate any allegations relating to the conduct of security sensitive research.
 - (iii) External auditors, including assurance staff from external funding bodies.
 - (iv) The relevant authorities.
- 3.10 The completed form must be submitted to the [Research Governance Office](#) as per the details given on the registration form. The form will be reviewed by the [Research Governance Office](#) to ensure that the researcher has identified any risks and that these have been mitigated with appropriate safeguards.
- 3.11 In cases where the risk of the research is deemed to be high to either the researcher or the University or if the [Research Governance Office](#) does not have the expertise to determine if a risk has been appropriately mitigated, the registration may be deferred in confidence for expert review and authorisation by the Security Sensitive Research Expert Advisory Panel (SSREAP) before confirmation to commence can be granted.
- 3.12 The researcher will complete the high-risk checklist as part of the *Security Sensitive Research Registration Form* and as such will be aware upon submission if the research has been deemed high risk and will require SSREAP review. The [Research Governance Office](#) will determine the nature of expertise required on a case-by-case basis and the appropriate members of SSREAP will undertake a high-risk review. In exceptional cases the SSREAP may convene as a full panel where the risks of the research are not limited to a specific area of expertise.
- 3.13 If a project is escalated for high-risk review and the SSREAP determines that the research is too high-risk to proceed in its current form, they will provide feedback to the [Research Governance Office](#), who will relay this feedback to the researcher, with any changes that could be made to enable the research to proceed. The onus is then on the researcher to consider and make these changes if they wish to proceed. Where appropriate changes cannot be made in order to mitigate elements of the project identified as high risk, registration will be declined, and the research cannot commence.

- 3.14 In cases where it has been determined that the registration can be confirmed, the researcher will be issued with a confirmation email outlining the registration.
- 3.15 The [Research Governance Office](#) email will be copied to the *IT Assurance* team who the researcher will then be required to liaise with in order to determine the appropriate IT facilities to be used for the access, management and storage of the security sensitive material.
- 3.16 Security sensitive research can only commence after both [Research Governance Office](#) confirmation has been received and the appropriate IT support/solution has been provided.

C. Procedure for handling security sensitive material

Access

- 3.17 When accessing web sites or otherwise accessing online content that might be associated with illegal activities, radicalisation or terrorist/extremist organisations or groups, researchers should be aware that such activity may be subject to surveillance by the police or other law-enforcement agencies and that visiting such sites or otherwise accessing online content that could be interpreted as promoting and/or endorsing radicalisation, terrorism or extremism can put them at risk of enquiries by the authorities.
- 3.18 Should researchers need to visit such sites or otherwise access online content when undertaking legitimate research, they should do so from the University network (including the wireless network and VPN) and from computers which are University-owned and used primarily for university business. Accessing these materials from a university network will help to demonstrate that these activities are part of legitimate research.
- 3.19 The University recognises that it may not always be practical to use the University network or University computers when accessing sensitive material for research purposes. In such cases the use of non-University IT equipment may be permissible, providing appropriate risk mitigation safeguards have been identified in a researcher's *Security Sensitive Research Registration* and those safeguards been agreed by the [Research Governance Office](#) in consultation with IT Assurance where appropriate.
- 3.20 If a researcher does not have access to a University-owned computer and the risks posed by the research are deemed too high for the use a personal device, researchers may be able to loan a device from their department for the duration of the project. Alternatively, grant funded researchers should consider costing a dedicated device into the budget of their grant.

Storage

- 3.21 All security sensitive material must be stored in a solution with restricted access that has been approved for use by IT. The preferred and supported solutions are a KCL SharePoint Online site and/or OneDrive for Business. The choice of which to use will be determined by the nature and access requirements to the data. Confirmation as to which of these solutions is appropriate for any given research project must be agreed by *IT Assurance* and any exceptions to the usage of these options will be at the discretion of *IT Assurance* or will require justification from the researcher and should be clearly stated in the SRR application.
- 3.22 It is important to note that due to the contract KCL have with Microsoft and the terms and conditions; if owning, viewing or storing the research material would constitute a criminal act or breach of regulations, then this should be raised and discussed prior to conducting the research.

- 3.23 For storage related queries, researchers are advised to raise a ticket via the *IT Service Desk* and it will get directed to *IT Assurance*. In the short description for the ticket, researchers should state: 'FAO IT Assurance: Data Storage advice required – security sensitive research'.
- 3.24 Researchers must limit the access to security-sensitive materials to their supervisor or named collaborators identified on the *Security-Sensitive Research Registration Form*. In instances where the material does need to be transferred or shared outside of the agreed storage solution, the mechanisms for sharing and risk mitigations must be addressed in the risk assessment.

D. Procedure for handling issues raised

- 3.25 Any enquiries from the police or other recognised authorities will be directed to the University's Head of Security. The [Research Governance Office](#) and the *IT Assurance* team will then liaise with the Head of Security to consider any requests for access, to determine if access will be permitted and to chaperone access if it is granted.
- 3.26 If any staff or students become aware of any colleagues engaging in security sensitive activities, or if materials related to terrorism or extremism are discovered on campus, this must be reported to the Head of Security in the first instance. The Head of Security will then liaise with the [Research Governance Office](#) to check if the activity is registered for research purposes and if not, will be obligated to take appropriate action.
- 3.27 Any breaches of the policy and procedures will be considered under the University's [Procedure for Investigating and Resolving Research Misconduct](#).

SECURITY SENSITIVE RESEARCH REGISTRATION FORM

This registration form should be completed in all instances where planned research will encounter security sensitive topics or materials in line with the King College London's *Security Sensitive Research Activities Policy and Procedure for Registering Security Sensitive Research Activities* ([Add URLs](#)). Researchers should complete Section 1 of this registration form in the first instance. If the answer is 'yes' to any question, researchers should submit their complete registration form in line with the guidance on submission found in Section 6.

SECTION 1 – Filter Questions

Security sensitive research checklist

		Yes	No
1.	Does the research involve the collection and/or analysis of materials that fall under the Terrorism Act 2006 ?	<input type="checkbox"/>	<input type="checkbox"/>
2.	Does the research involve direct contact/interactions with active members of extremist or terrorist organisations, including those on the Home Office's list of Proscribed Terrorist Groups or Organisations (e.g. actively joining social media groups, engaging in discussions - online or otherwise).	<input type="checkbox"/>	<input type="checkbox"/>
3.	Will the research involve accessing material that might be associated with extreme, or terrorist organisations or ideologies?	<input type="checkbox"/>	<input type="checkbox"/>
4.	Is the answer 'yes' to any of the below statements?		
	i. Has this research been commissioned by the security services?	<input type="checkbox"/>	<input type="checkbox"/>
	ii. Has this research been commissioned by the military?	<input type="checkbox"/>	<input type="checkbox"/>
	iii. Are security clearances required to undertake this research?	<input type="checkbox"/>	<input type="checkbox"/>
	iv. Has this research been commissioned under an EU Security Call?	<input type="checkbox"/>	<input type="checkbox"/>
5.	Does the research involve the collection and analysis of material relating to obscene, criminal or otherwise illegal activity?	<input type="checkbox"/>	<input type="checkbox"/>
6.	Will the research require the use of the 'dark web'?	<input type="checkbox"/>	<input type="checkbox"/>

If the answer to all questions in Section 1 is 'no':

Completion of the further sections of this form is not required. Researchers should however ensure that any additional requirements (such as obtaining ethical clearance, risk assessment, or registration on KDPR) are completed before data collection commences.

If the answer to any question in Section 1 is 'yes':

Answering 'yes' requires that this research be registered on the King's *Security Sensitive Research Register*. The remaining sections of this form should be completed and submitted in line with the guidance in Section 6. Students should consult with their research supervisors while completing this form.

SECTION 2 – Researcher details	
Full name of researcher:	
Email address:	
K number:	
Level of study (if applicable):	
Supervisor (for students) or Head of Department name (for Staff):	
Details of any other researchers working on the project (if applicable):	<i>Please provide full names and email addresses. In cases of non-KCL researchers please also detail the institution name.</i>
Full title of research project:	

SECTION 3 – High Risk Checklist			
Please indicate if the study involves any of the following risks -			
		Yes	No
1.	Will the researcher be in direct contact/interact directly with members of extreme or terrorist proscribed groups?	<input type="checkbox"/>	<input type="checkbox"/>
2.	Will it be possible to identify individuals/groups in research outputs, which could pose a risk to those individuals or others?	<input type="checkbox"/>	<input type="checkbox"/>
3.	Is there a risk of dual-use? i.e. the research findings/publications could potentially be misused by extreme or terrorist proscribed groups	<input type="checkbox"/>	<input type="checkbox"/>
4.	Does the research involve collection or exposure to information that the researcher may be required to report to the police/government?	<input type="checkbox"/>	<input type="checkbox"/>

If the answer to any question in section 3 is 'yes':
<p>Answering 'yes' to any of the above 'high risk' questions will result in your registration form being referred to the King's <i>Security Sensitive Research Expert Advisory Panel (SSREAP)</i> for an expert opinion. This may result in requests for changes to your study and impact on the timeframe for registration, in line with the King's <i>Security Sensitive Research Activities Policy</i> (link).</p> <p>Please note – The Research Governance Office reserves the right to defer to the SSREAP for expert opinion in cases where the researcher has not answered 'yes' to any of the above high-risk questions, but the RGO lacks sufficient expertise to make an informed decision about the potential risks presented by a project.</p>

SECTION 4 – Details of data collection

1. Provide a description of the type of security sensitive data/material to be collected/accessed and for what purpose.

2. Does this research require ethical clearance? If you are unsure, please work through the guidance found on [this page](#) to ascertain whether clearance will be required.

Yes ☐

No ☐

2 (b) If no, please provide an explanation to why this is not required:

3. Will access of any SSR material be conducted solely from the University network (including the wireless network and VPN) and from computers which are University-owned and used primarily for university business?

Please note – You must specifically address how you intend to mitigate any related risks in row 5 of the risk assessment table in Section 4 .

Yes ☐

No ☐

4. Will collection/access of security sensitive data/material be conducted solely on University premises?

Please note – You must specifically address how you intend to mitigate any related risks in row 6 of the risk assessment table in Section 4.

Yes ☐

No ☐

5. Will your research require the electronic transmission (e.g. as an e-mail attachment) of security sensitive research material?

Please note - You must specifically address how you intend to mitigate any related risks in in row 4 & 5 of the risk assessment table in Section 4.

Yes ☐

No ☐

SECTION 5 – Storage of security sensitive data

For any security sensitive research that will be conducted online or will require the storage of electronic research data, King's IT Services must be made aware of your research.

All material should be stored in a solution with restricted access that has been approved for use by IT. Before undertaking any primary or secondary data collection related to security sensitive materials or topics, please raise a ticket with the King's IT service desk (8888@kcl.ac.uk) to determine the most appropriate storage solution for your data.

When contacting IT, please use the subject line '**FAO IT Assurance: Data Storage advice required – security sensitive research**'.

☐

I confirm that I have or will contact IT Assurance prior to commencing any data collection or analysis for this research project and will conduct my research as instructed.

SECTION 6 – Risk Assessment

The below guidance outlines what information should be provided in each section of the risk assessment form. It is important the nature of the risk is considered carefully, with lay language used throughout. The below examples are not exhaustive, researchers must carefully consider what specific risks may arise during their project and ensure these are reflected in the additional sections provided.

	Risk Description	Assessment of Risk		Management of risk
	<i>What is the precise nature of the risk in question?</i>	<i>If the risk identified was to occur, who would this likely impact? (i.e. the PI, another researcher, etc.)</i> <i>What would be the impact of the risk occurring?</i>	<i>What is the likelihood of this risk occurring?</i> <i>(Low, medium, or high)</i>	<i>How have you planned to mitigate this risk?</i> <i>What protocol(s) can be put in place to help mitigate this specific risk, and how will these be utilised during the project?</i>
1.	Risk to the health and safety of researcher when viewing security sensitive content (which might be extreme or violent in nature) during the research.			
2.	Risks relating to how the data is accessed or obtained (i.e. accessing materials from online sources or conducting in person interviews).			
3.	Risk of a data breach occurring during the completion of the research, leading to loss or disclosure of sensitive research.			

	Risk Description	Assessment of Risk		Management of risk
4.	Risks arising if security sensitive data was not deleted/destroyed appropriately.			
5.	Risks relating to not conducting research on the University network or not using a University-owned computer.			
6.	Risks related to the physical location the researcher will use when collecting/accessing data.			
7.	Risks associated with having untrained staff working on the project.			
8	Risks associated with security clearance, and who else may need to have such clearance.			
	<i>Please add further risks in this section, expanding this table further if required.</i>			

SECTION 7 - Submission
Process:
<p>Research Requiring Ethical clearance: For high and low risk submissions in REMAS, this form should be submitted as an appendix in Section I of REMAS when seeking ethical clearance. For minimal risk research, please follow the below procedure instead.</p> <p>Research which doesn't require ethical clearance or has been registered as minimal risk: This form should be submitted to the Research Governance Office at rgo@kcl.ac.uk prior to commencing any data collection.</p>
Declarations:
1. I confirm that data collection will not commence until confirmation of registration has been received.
2. I understand that a record of this project will be stored on the King's <i>Security Sensitive Research Register</i> .
3. I understand that King's College London registering this project cannot guarantee that my research activities will not be investigated by UK or international authorities.
Signatures:
Researcher signature:
Supervisor signature (if applicable):

APPENDIX 1 - SECURITY SENSITIVE RESEARCH REGISTRATION FORM FOR TAUGHT MODULES

Purpose:

If students will be accessing any security sensitive research material (as defined in section 1 below) as part of activity which falls within the learning aims and objectives of a taught module, this form should be completed by the module leader and submitted to the Research Governance Office for registration prior to commencement of the activity, in accordance with the Security Sensitive Research Policy and Procedure (add links).

Please note that where students are conducting individual research projects in which the activity does not fall within the learning aims and objectives of the course but is instead a stand-alone research project for which each student has their own specific aims and objectives, then an individual Security Sensitive Research Registration must be submitted by each student.

Additional guidance can be sought by contacting the Research Governance Office (rgo@kcl.ac.uk).

SECTION 1			
Security sensitive research checklist			
		Yes	No
	Does the module activity involve the collection and/or analysis of materials that fall under the Terrorism Act 2006? (These could be materials provided as part of the module, or materials students are required to access independently)	<input type="checkbox"/>	<input type="checkbox"/>
	Does the module activity involve direct contact/interactions with active members of extremist or terrorist organisations, including those on the Home Office's list of Proscribed Terrorist Groups or Organisations (e.g. actively joining social media groups, engaging in discussions (online or otherwise)	<input type="checkbox"/>	<input type="checkbox"/>
	Will the module activity involve accessing online material that might be associated with extreme, or terrorist, organisations, or ideologies?	<input type="checkbox"/>	<input type="checkbox"/>
	Is the module activity commissioned by the military, under an EU Security Call or involve the acquisition of security clearance?	<input type="checkbox"/>	<input type="checkbox"/>
	Does the module activity involve the collection and analysis of material relating to obscene, criminal or otherwise illegal activity?	<input type="checkbox"/>	<input type="checkbox"/>
	Does the module activity involve access to the dark web	<input type="checkbox"/>	<input type="checkbox"/>

If the answer to all questions in section 1 is 'no':

Completion of the further sections of this form is not required.

If the answer to any question in section 1 is 'yes':

Answering 'yes' requires the activity to be registered on the King's Security Sensitive Research Register. The remaining sections of this form should be completed and submitted to the Research Governance Office.

Section 2 – Module Details

Name of module leader:		
KCL email address of module leader:		
Department:		
Module title and code:		
Level of module:	Undergraduate <input type="checkbox"/>	Postgraduate <input type="checkbox"/>
Module summary:	<i>Please briefly describe the nature of the module and the specific learning objectives for students completing the module.</i>	
<p>I confirm that I will maintain an accurate record of all students who will be accessing the security sensitive material outlined above for the purpose of fulfilling the module learning aims.</p>		
<p>I understand that in the event of an investigation by the police or other law enforcement agencies I may be required to verify names of students accessing security sensitive material for the purpose of fulfilling the module learning aims.</p>		

Section 3 – Security sensitive materials and topics

Describe the nature of the security sensitive material students will access as part of the module and for what learning purpose?	<i>This section should elaborate on the option(s) selected in the filter questions (part 1) of this form.</i>
Outline any relevant training or support that will be provided to students prior to and during access of security sensitive material.	
Outline how you will mitigate any potential for security sensitive material to cause harm to the mental health and wellbeing of students.	

Part 4 – Data access, handling, and storage

All material should be stored in a storage solution with restricted access that has been approved for use by IT.

Before completing the following section, you are advised to raise a ticket with the King's IT service desk (8888@kcl.ac.uk) to determine the most appropriate storage solution for the security sensitive material.

When contacting IT, please use the subject line '**FAO IT Assurance: Data Storage advice required – security sensitive material**'.

How will security sensitive material be collected and where will it be stored during the module?	<i>Will material be accessed/stored in a single location on KCL premise or will it be accessed remotely by students? If accessed remotely, what additional safeguards will be put in place by the module leader? Please also specify any relevant storage location agreed with IT such as a sharepoint folder address.</i>
How will the module leader manage students' access to sensitive materials during the module?	<i>It should be clear how the module leader will ensure that access to such materials is appropriately controlled and only accessible by students for the duration of teaching and assessment on the module.</i>
Does analysis of the material require students to either download or transmit any security sensitive material?	<i>It is strongly advised that students are not asked to download or transmit any security sensitive material on any personal devices. However, if this is required, the module leader should provide a strong justification and outline any additional safeguards that will be put in place.</i>
How will the module leader ensure that students will only access the security sensitive material for the period required to fulfil the learning objectives?	<i>How you will ensure that all security sensitive material is securely destroyed when no longer needed? What safeguard measures that will be put in place to ensure that student no longer access the material once they no longer need to for the purposes of the module?</i>

Part 5 – Declaration		Tick Box
I confirm that the activity outlined above has been agreed by my Head of Department to be appropriate to fulfil the learning aims and objectives of this module and I will complete a department risk assessment if required by my department.		
I confirm that I will ensure that all required safety measures, relevant to the module, will be employed and the students will agree to follow these safety measures prior to commencement.		
Module Leader Signature:	Date:	