

## **The minutes of the meeting of the College Council held on 22 March 2016**

**Present:** The Duke of Wellington (Chairman); Professor Edward Byrne (President and Principal); Ms Nadine Almanasfi; Dr Claire Craig; Dr Angela Dean; The Hon Sir David Foskett; Mr Paul Goswell; Professor Brian Holden Reid; Ms Ros King; Professor Sir Robert Lechler; Baroness Morgan of Huyton; Mr Chris Mottershead; Professor Karen O'Brien; Sir Nigel Sheinwald; Mr Andrew Summers; Mr Rory Tapner; and Professor Evelyn Welch.

**Apologies:** Professor Baroness Alison Wolf, Dr Joanna Newman

**In attendance:** Sir Christopher Geidt, Mr Ian Creagh; Professor Jonathan Grant (for item 5.2); Miss Xan Kite and Mr Steve Large.

### **PART 1: HOUSEKEEPING**

#### **1 Notification of other business**

None.

#### **\*2 Minutes**

The Council **approved** the minutes of the meeting of the Council held on 24 November 2015 [KCC\_16\_03\_22\_02], subject to the correction of typographical errors to remove "Rory" in Minute 1 and replace "was" with "and" in Minute 10, and the addition of the following sentence in Minute 9, Fellowships and Honorary Degrees Committee Report: "A potted biography and report of the Committee's reasons for nomination of each nominee will be provided for Council consideration when future recommendations are presented for approval."

#### **\*3 Matters arising**

There were no matters arising.

#### **\*4 Chairman's business**

##### **4.1 Welcome**

The Chairman welcomed The Right Reverend Dame Sarah Mullally, Bishop of Crediton, to her first meeting as a member of Council and also welcomed the incoming Chairman, Sir Christopher Geidt, who was in attendance.

##### **4.2 Nominations Committee Recommendations**

Council considered recommendations from Nominations Committee concerning Council membership. In discussion the following key points were noted:

- The Nominations Committee recommended that Ms Nhuoc Lan Tu be appointed as a member of Council. The Committee had followed due process in recommending this candidate. Search agents, Moloney Search, had been appointed to run the search process and an interview panel had been convened from the membership of Nominations Committee comprising: The Chairman, Sir David Foskett, Mr Rory Tapner and the Principal. The final interviews of three potential candidates had been held on 22<sup>nd</sup> March 2016 and the Panel had been unanimous in its recommendation that Ms Nhuoc Lan Tu be appointed.
- Four Council members would end their second term of appointment on 31<sup>st</sup> July 2016: Sir David Foskett, Professor Brian Holden Reid, Mr Andrew Summers and Professor Alison Wolf. A further four would end their first three

year term of appointment on the same date: Dr Claire Craig, Baroness Sally Morgan, Professor Karen O'Brien and Professor Evelyn Welch. Unfortunately, Dr Claire Craig would be unable to renew her membership due to other commitments. Nominations Committee recommended that a further term of appointment be agreed for all the other seven members whose terms were ending and reported that those members had indicated that they were willing to continue to serve.

- The Council position that would become vacant upon Dr Craig's departure would be held vacant for the incoming Chairman to consider.
- The nomination of a Council member to serve on the Fundraising Ethics Review Group was required and the Chairman would bring a recommendation to the June meeting of Council for approval.

### **Decision**

Council **approved** the following appointments:

- (i) Ms Nhuoc Lan Tu to be appointed as a member of Council for an initial term of three years commencing 23<sup>rd</sup> March 2016.
- (ii) Mr Andrew Summers to be appointed for a third term of three years as a lay member of Council commencing 1st August 2016 and to be renewed in his appointment as Chairman of Audit, Compliance and Risk Committee for the remainder of this term of appointment as a member of Council.
- (iii) Sir David Foskett to be appointed for a third term of three years as a lay member of Council commencing 1st August 2016 and to be renewed in his appointment as a member of the Nominations Committee for the remainder of this term of appointment as a member of Council.
- (iv) Baroness Sally Morgan to be appointed for a second term of three years as a lay member of Council commencing 1st August 2016 and to be renewed in her appointment as a member of Estates Strategy Committee and Fellowships and Honorary Degrees Committee for the duration of the second term of appointment.
- (v) Professor Brian Holden Reid to be appointed for a third term of three years as a staff member of Council commencing 1st August 2016 and to be renewed in his appointment as a member of Audit, Risk and Compliance Committee and Fellowships and Honorary Degrees Committee for the remainder of this term of appointment as a member of Council.
- (vi) Professor Baroness Alison Wolf to be appointed for a third term of three years as a staff member of Council commencing 1st August 2016 and to be renewed in her appointment as a member of Finance Committee for the remainder of this term of appointment as a member of Council.
- (vii) Professor Karen O'Brien to be appointed for a second term of three years as a staff member of Council commencing 1st August 2016 and to be renewed in her appointment as a member of Chairman's Committee from 1st August 2016.
- (viii) Professor Evelyn Welch to be appointed for a second term of three years as a staff member of Council commencing 1st August 2016 and to be renewed in her appointment as a member of Chairman's Committee and of Estates Strategy Committee from 1st August 2016.

### **4.3 Audit, Risk and Compliance Committee**

Council considered recommendations from the Audit, Risk and Compliance

Committee concerning the external auditors and its terms of reference. In discussion the following key points were noted:

- The Committee recommended that the university's external auditors, KPMG, be re-appointed on an annually renewable contract for a period of up to seven years. The Committee had followed due process in interviewing and selecting the auditors and noted that the university and KPMG followed the practice of changing the audit partner within KPMG every five years [KCC\_16\_03\_22\_11].
- The Committee also recommended that revisions be made to its terms of reference. These revisions were proposed to give a more accurate reflection of the current operations and increasingly risk-focused work undertaken and to ensure compliance with the HEFCE guidance contained in the Memorandum of Assurance and Accountability.

#### **Decision**

- (i) Council **approved** the appointment of KPMG as the university's external auditors on an annually renewable contract for a period of up to seven years, noting the agreement that the audit partner would change every five years and that the most recent change had been last year.
- (ii) Council **approved** the revised terms of reference for Audit, Risk and Compliance Committee.

## **PART 2: STRATEGIC MATTERS**

### **\*5 Principal's Items**

#### **5.1 Principal's Report**

Council **considered** the Principal's Report (KCC\_16\_03\_22\_5.1). The following key issues were raised in discussion:

- The Council noted with pleasure the significant successes seen in the QS annual World University Rankings by Subject 2016 announced on 22 March. The Dental Institute was now ranked number four in the global table and first in the UK for the second year running, Nursing was ranked first in the UK and Pharmacy and Pharmacology had risen from twelfth to fourth place in the world and third in the UK. Medicine had also risen four places to 21 in the world and fifth in the UK. The Institute of Psychiatry, Psychology & Neuroscience (IoPPN) subject ranking for Psychology has held and slightly improved its position since last year and was now 21. Geography had moved from 24th to 18th in the world, and is in the top 10 UK Geography departments and History had leapt ten places to 17th in the world, maintaining its strong position as fifth in the UK. The Department of European & International Studies ranking for International studies had risen eight places in the world to 28th, and to fourth in the UK. Media Studies had risen to fourth in the UK and into the top 50 in the world, English had retained its place in the UK's top 10 and Philosophy had maintained both its rankings, holding at sixth in the UK and 27th in the world. The full details would be circulated to Members.
- Members were invited to review and comment on plans to update the King's College London master logo to enable effective functioning in digital spaces for introduction alongside the launch of the new strategic vision in January 2017. Council members requested that the contract for the deployment of the new logo, [REDACTED], be put to tender in the event that the project proceeds and that the designs be tested

in view of the alumni concerns voiced following the most recent brand review proposals.

- The first King's Staff Survey had closed on Friday 27 November 2015 with a final response rate of 56%. The Principal had been advised that this was a reasonable response rate and could be expected to rise as staff saw resultant actions over further cycles. Survey results highlighted a number of areas of strength including line management, feeling valued and supported by colleagues, and a great sense of pride in working for King's. At the same time, a number of key areas for improvement had been identified, principally around communication, change management, workload, and the extent to which staff feel valued by King's as a whole. In particular, staff had reported that they felt overworked and this was known to be a Sector-wide issue. The full results were available to members and all staff on the intranet, and action plans would also be published on that site following the cascade of local discussion and planning which was underway and being led by senior managers.
- Applications for undergraduate study had increased by around 2% on the previous year, excluding Medicine, which compared favourably with competitors and the rest of the sector which had experienced a small decrease in applications, perhaps due to the continued demographic dip in the UK and Europe. Home/EU applications had decreased this year, particularly in a number of traditional subject areas, and growth had been experienced for new programmes and in International applicants. Applications for postgraduate taught study were 5% greater than at the same point in the cycle last year and a significant proportion of the increase was in applications to the very popular new Banking & Finance programme. Home/EU postgraduate applications were down by 1%, but international applications were up by around 19%.
- The Principal provided the latest KPI reports and Council Members were pleased to see that the first KPI was concerned with the improvement of the student experience.
- The university had received significant media attention on two events on campus and Council noted that there were lessons to be learned, but that neither event had been exposed to any sort of potential to incite extremism. Neither incident demonstrated any failings on the university's part in relation to the Prevent Duty, but the executive team was in dialogue with HEFCE to ensure transparency in the handling of these situations.
- The Principal had encouraged staff to speak freely on the EU Referendum, but in a personal capacity. Council noted that the consequences of a decision to leave the EU for could be severe for the university. The Principal had signed a letter voicing concern for the damage it would do for the sector alongside over 100 other Vice-Chancellors and heads of institutions put together by UUK. The Principal and Chairman would publish a joint letter making the case for remaining within the EU. The university was working with KCLSU in encouraging staff and students to register to vote.
- The Council congratulated the Director of the India Institute, Professor Sunil Khilnani on his excellent book and accompanying radio series broadcast on BBC Radio 4, *Incarnations: India in 50 Lives (2016)*, which was a great credit to the university.
- Furthering the success of the King's windows displays of prominent alumni,

it was proposed that some digital window displays would be introduced which would create visual stories around different King's communities. Council members welcomed this approach.

- Progress continued to be made in the development of the King's Health Partners Institutes Programme and discussion of KHP would form a key item at the next meeting of Council.
- The Principal provided an update on progress being made in the IT transformation project and would include this as a standing item in future Principal's Reports to Council. He offered to provide a breakfast briefing on the topic should members wish to participate.
- Dr Angela Dean reported on the work of the Diversity and Inclusion Steering Committee which she chaired. The Committee was making good progress and placed high value on Council receiving its reports. Council asked how the university was supporting students following the cuts made by Government to the disabled student living allowance. Dr Dean reported that considerable work was being undertaken to support these students and there was reasonable confidence that resources could be identified to make up some of the gaps in funding, which was mostly concerned with laptops. Student satisfaction and student attainment would be closely monitored to assess any impact.
- The university would apply for a Silver Athena SWAN award in November 2016 to replace the three-year valid Bronze Award received in September 2013. A university Self-Assessment Team had been formed to lead the submission process, co-chaired by the Principal and Baroness Sally Morgan.
- New figures, based on Higher Education Statistics Agency records of students National Statistics Socio-economic Classification (NS-SEC), showed that King's College London had improved the most within the Russell Group over the last 10 years in terms of admitting students from disadvantaged backgrounds – increasing its intake from 20.5% to 26.2% - a rise of 5.7%.
- The Francis Crick Institute building was still on track to be completed close to time and budget on 31 May 2016.

### **Decisions**

- (i) Council **agreed** that the Principal would bring further detail on the tender process for the development of a revised logo to a future meeting in the event that the project was taken forward, and that the deployment of any resulting changes would be considered by the Council at the appropriate time.
- (ii) A breakfast briefing on the IT Transformation project would be arranged for Council members.
- (iii) Council **agreed** that the Principal and Chairman would co-sign a letter concerning the EU Referendum on behalf of King's.

## **5.2 Strategic Vision**

Council considered the process to be adopted for the development of the next Strategic Vision which would be published in January 2017 [KCC\_16\_03\_22\_5.2]. The following key issues were raised in discussion:

- The aim was to produce a concise, cohesive and compelling externally

facing vision for King's to 2029 (the 200th anniversary of the university).

- In addition, a strategic framework would be developed that 'links' existing strategies to one-another (e.g. the International Strategy, Arts & Sciences Strategy etc.), and upward to the vision statement, and downward to faculty and departmental plans, and potentially individual performance assessment.
- The overall timetable for development of the strategic vision and framework had been split into four phases: Formulation (Quarter 1, 2016), Consultation (Quarter 2), Drafting (Quarter 3) and Sign off & Design (Quarter 4). The final 'white paper' following the conclusion of the consultation and drafting phases would be presented to the executive leadership, Academic Board and Council in November 2016 ahead of publication in January 2017.
- The process was being led by Professor Jonathan Grant, Director of the Policy Institute. Council members had already participated in the first Quarter consultation phase which had involved over 200 people from across the university community and which was concluding in one week's time. The contributions and ideas gathered in the consultation phase were diverse and available on the intranet and Council members were encouraged to look at these. A paper summarising the outcomes of the consultation would be presented to Council on 29<sup>th</sup> June.
- The Green paper to be produced in the second Quarter would be released on 9 May for comments from staff, students and alumni. A survey and campus-based town hall meetings would be put in place to review this paper.
- The drafting of the near final white paper would be undertaken in the Summer in tandem with the planning for any approved revisions to the visual identity.
- The KCLSU President highlighted the need for the vision to address student satisfaction and potentially student engagement. Council Members asked whether the student involvement in the development of the Vision was strong enough and Professor Grant reported that 15-20% of the participants were students, but that greater drop-out had been experienced from the student group and that consideration was being given to the hosting of a student-only town hall meeting in the next phase.
- Council members were keen to ensure that all departments were engaged in the process.
- It was noted that the identification of what differentiates King's from all other HE institutions was a critical challenge for the success of the process and the Principal reported that the Vision presented an opportunity to describe not just where the institution is now, but where it is going to.

### **Decision**

Council **agreed** that Council member access to the intranet should be investigated to ensure all members had access.

*Jonathan Grant, Assistant Principal (Strategy) left the meeting at this point.*

## **5.3 Estates**

### **5.3.1 Strand Project**

Council considered a report on the Strand and Bush House buildings programme [KCC\_16\_03\_22\_5.3.1]. The following key issues were raised in discussion:

- From 7th March 2016 the Bush House Buildings would become a construction site under the control of the backbone infrastructure contractors, Phoenix ME.
- The budget, stack and phasing were now largely agreed. The budget was fixed, however, until the design process and procurement of the main contractor was completed and the stack and phasing were likely to be subject to some further change.
- The process for the development of academic department design had been agreed with the aim of completion before the summer break to secure delivery timescales. This would include provisions for projected growth needs.
- The procurement process for the main contractor has commenced and it was anticipated that the appointment would begin in late April/early May 2016.
- The pilot study has completed and more than 1300 lines of feedback together with the outcome of over 30 face to face interviews was currently being evaluated.
- The risk potential for the project remained high but activities were beginning to come together into a consolidated programme with a recognised critical path and greater clarity on cost will start to emerge following design development and contracting processes. A further update on costs will be reviewed in the next month alongside opportunities for cost reduction.
- The project management was working extremely well.
- The Chairman's Committee had approved the budget on 27 January 2016. The total budget of £108.0m included £95.5m for the fit out of the three Bush House Buildings (and to include the pilot floor fit out costs), £7.5m for a centrally held contingency for client change recognising issues to be resolved around the quantity of enclosed spaces and £5.0m for 2015 Strand Summer works for immediate needs.
- Members noted the increase of 13% on budget and were assured that this was largely due to the move of the new Strand Lecture Theatre into Bush House, but that a significant proportion of the budget was contingency fund and the Treasurer confirmed that he was content that the university was holding to the budget in as disciplined a way as possible.
- Members also sought reassurance that management and communications lessons had been learnt and the executive confirmed that these were high in the priorities for the project.

*Professor Welch left at this point.*

### **5.3.2 Health Faculties Estates Strategy**

Council considered the Health Faculties Estates Strategy [KCC\_16\_03\_22\_5.3.2]. The following key issues were raised in discussion:

- The Vice-Principal (Health) reported that the university would need

to invest in both additional capacity and in biomedical and medical disciplines if it was to deliver enhanced education and research performance, noting that many of these activities were delivered in close partnership with the local NHS Trusts through King's Health Partners (KHP).

- With this in mind, KHP was developing an ambitious estates strategy, focussed initially on Guy's and St Thomas' Campuses where there were particular opportunities to deliver a transformational programme of developments. King's shared objectives and land ownership in this area with Guy's and St Thomas' NHS Foundation Trust and with GST Charity (GSTC) and this strategy required integrated working between the three bodies. Confirmation had been received from all three partners that they were keen to explore the potential of this programme.
- The objective was to consolidate specialist clinical services currently distributed across the Guy's and King's clinical-facing campuses allowing the KHP institutes to bring these together and to lead these specialist areas for the whole of the South of England. The plans included student accommodation with buildings for research space and potential for commercial development at Guy's given the opportunity to build high following the introduction of The Shard building.
- The Estates Strategy Committee had considered the proposals at its last meeting and Council noted that consolidated conclusions and recommendations as to whether/how to proceed would be presented in about 6 months' time.

#### **5.4 KCLSU**

Council considered a report of current issues from the KCLSU President [KCC\_16\_03\_22\_5.4]. The following key issues were raised in discussion:

- The elections for the new student officers for 2016/17 had been held and the new President would be Benjamin Hunt who would attend the June meeting of Council to meet members and gain an introduction to Council.
- King's had emerged as the winner in the London Varsity Series against cross-town neighbours University College London [UCL] on Friday 11th March and Council congratulated all the participants in this result.
- KCLSU was working with the Vice-Principal (Education) and Director of Widening Participation and Finance Department colleagues on the effect of changes for NHS-funded students becoming OFFA accountable students and the way in which this affects the KCL Living Bursary.
- KCLSU, the King's Ethnic Minority Association (KEMA) and the university were currently working on an inclusive curriculum project to address concerns that the current curriculum is too Euro-centric. The Principal reported that this was an area for concerted effort, that a large number of initiatives were underway but that more action was required.
- Council noted the concerns about security at student direct action events.
- KCLSU was engaged in a review of the way in which students engage with decision-making which had been commissioned by the Trustee Board in February 2014. The review included the structure of the Trustee Board and

Student Council as well as the officer structure. The Student Council had just agreed to disband itself and move to a more centralised mechanism.

## ✳6 King's Futures

### 6.1 Business

Council considered a report on ongoing implementation and strategy development in Business [KCC\_16\_03\_22\_6.1]. In discussion the following points were noted:

- The King's Business School (KBS) would be one of the major occupants of Bush House and its growth would enable it to make a significant financial contribution over time. It would encompass a major management element, but would be called King's Business School.
- Applications for places in KBS were already very strong and the university would need to be disciplined in restricting the entry in this first year of operation to ensure a high quality experience with a proportionate number of high quality staff and appropriate building space.
- The Principal reported that the balance of home and international students would vary with some programmes at 50% international (international marketing etc) and some under 30%.
- The Principal reported that the concurrent searches for a Dean of the Business School and replacement Dean of the School of Law following a prestigious appointment causing the current Dean of the Law School to leave, would both aim for very high quality candidates.

### 6.2 Strengthening Professional Services

Council considered a report on the work being undertaken to strengthen the professional services [KCC\_16\_03\_22\_6.2]. In discussion the following points were noted:

- The opportunity cost incurred during the past 10 years of capital prioritisation for research and estate expansion had been under-investment in IT and in shaping the professional services to keep pace with the evolution of the institution.
- The project to strengthen professional services was closely aligned with the IT transformation programme as it was primarily concerned with optimisation of end to end processes. The resulting transformation of services was being described as increasing functional alignment. The functional alignment would control duplication and align resources throughout the university in relation to core functions.
- The transition required careful management to ensure that current good practice was not lost.
- The support of the academic leadership would be crucial to the success of the functional alignment transformation and the Head of Administration and College Secretary noted that the two territorial Vice-Principals were very supportive of the process.
- The university had committed to the Russell Group benchmarking exercise comparing professional support at King's with other research intensive institutions. The exercise was being conducted on behalf of the Russell Group by UniForum operated by Cubane Consulting. One round had been completed in 2016 and the university was digesting the results and would

apply the insights gained in future functional plans. Further rounds would be completed in each of the next two years.

- Council would be informed of progress.

### **PART 3: FORMAL BUSINESS**

#### **\*7 QAA Higher Education Review**

Council considered a briefing on the 2016 Higher Education Review of King's [KCC\_16\_03\_22\_07]. The following key issues were raised in discussion:

- The Review would take place in June 2016 and would take a view as to whether King's met expectations for academic standards, learning opportunities, provision of information and enhancement of quality of student learning opportunities. The findings would be provided to students and the wider public.
- The Lead Officer for the Review was Professor Karen O'Brien, Vice-Principal (Education) and the Operations Group coordinating preparations was being chaired by Tessa Harrison, Director of Students and Education.
- The draft report would be received by 22<sup>nd</sup> July 2016 and the final report published by 2<sup>nd</sup> September 2016.
- A Self Evaluation Document had been submitted by the deadline of 14<sup>th</sup> March and KCLSU had also submitted the student written statement required at this stage in the review.
- It was anticipated that the key challenge for King's would be around the assurance of consistent standards across its diffuse structure.
- The timing of the Review for King's was useful in that the expectations being tested would form the baseline of the national Teaching Excellence Framework expected to begin its phased implementation in 2017/18.

*The following items were not starred for discussion at the meeting and were not discussed. Papers were taken as read and recommendations approved.*

### **PART 4: KCLSU REPORT**

#### **8 KCLSU Annual Report and Annual Impact Report 2014-15**

Council **received** the KCLSU Annual Report and Annual Impact Report 2014-15 [KCC\_16\_03\_22\_08].

### **PART 5: COUNCIL COMMITTEE REPORTS**

#### **9 Academic Board**

The Council **received** a report of the meetings of the Academic Board held on 9 December 2015 and 24 February 2016.

#### **10 Chairman's Committee**

The Council **received** a report of the meeting of the Chairman's Committee held on 27 January 2016.

#### **11 Audit, Risk & Compliance Committee**

The Council **received** a report of the meetings of the Audit, Risk and Compliance Committee held on 1 March 2016.

## **12 Finance Committee report**

The report of the Finance Committee held on 14 March 2016 would be circulated at the next meeting.

## **13 Estates Strategy Committee**

The Council **received** a report of the meeting of the Estates Strategy Committee held on 10 February 2016.

### **PART 6: OTHER BUSINESS**

#### **19 Other business**

None

### **PART 6: FOR INFORMATION**

#### **20 Dates of next meetings:**

- 1 June 2016, morning – Chairman’s Strategy Meeting
- 29 June 2016, 5pm – Council meeting.
- 24 November 2016, 5pm – Council meeting
- 30 March 2017, 5pm – Council meeting
- 30 June 2017, 5pm – Council meeting

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