

## **The minutes of the meeting of the College Council held on 29 June 2016**

**Present:** The Duke of Wellington (Chairman); Professor Edward Byrne (President and Principal); Ms Nadine Almanasfi; Dr Claire Craig; Dr Angela Dean; Mr Paul Goswell; Professor Brian Holden Reid; Ms Ros King; Baroness Morgan of Huyton; Professor Karen O'Brien; Sir Nigel Sheinwald; Mr Andrew Summers; Mr Rory Tapner; Ms Nhuoc Lan Tu; Professor Evelyn Welch; and Professor the Baroness Alison Wolf.

**Apologies:** The Hon Sir David Foskett; Professor Sir Robert Lechler; Mr Chris Mottershead; The Right Reverend Dame Sarah Mullally and Dr Joanna Newman.

**In attendance:** Sir Christopher Geidt; Mr Ben Hunt; Mr Ian Creagh; Miss Xan Kite; Mr Steve Large and Mr Ralph Luck (for items 6 and 7).

### **Pre-Meeting**

The Chairman, Incoming Chairman and Lay Members of the Council met without the staff and student members present at the beginning of the meeting to consider a proposal to extend the period of the President and Principal's contract from five to eight years. The Council was unanimous in its support of the proposal and was particularly keen to provide stability with Professor Byrne's vision and leadership in the exceptionally challenging times being experienced by the whole of the higher education sector.

### **Decision**

The Members unanimously agreed to offer Professor Byrne an extension of three years to his existing contract which would then run until 31 July 2022. Professor Byrne accepted this offer.

## **PART 1: HOUSEKEEPING**

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

#### **1.1 New Member Welcome**

The Chairman welcomed Ms Nhuoc Lan Tu to her first meeting as a member of The Council.

The Chairman also welcomed the KCLSU President-elect, Ben Hunt, to the meeting. Mr Hunt was attending as an observer in preparation for his period of membership as President which would begin on 1<sup>st</sup> August 2016.

#### **1.2 Departing Members of Council**

The Chairman thanked the following departing members and officers of Council for their service:

- Dr Claire Craig for her contribution as a member of Council for three years and, in particular for her contribution to the great success of the King's Maths School.
- Professor Karen O'Brien for her service to Council and to the university as Vice-Principal (Education) and wished her well in her new role at Oxford University.
- The outgoing President of KCLSU, Ms Nadine Almanasfi, for her contribution to Council. She had been an outstandingly good representative of the students and her constructive and challenging contributions at meetings had been greatly valued.

- The Head of Administration and College Secretary, Mr Ian Creagh, for his contribution over 10 years at the university and in particular for his management of the business of the Council.
- The Honorary Treasurer and Vice-Chairman of Council, Mr Rory Tapner, for his extraordinary contribution to the university throughout his nine-year membership of Council. The Chairman noted how very fortunate the university had been to have a Treasurer of his distinction.

### 1.3 Vice-Chair

The departure of the current Vice-Chairman of Council, Rory Tapner, would leave a vacancy in that position from 1<sup>st</sup> August 2016. The Chairman and incoming Chairman proposed that Baroness Sally Morgan be appointed to the position. Council unanimously agreed to the proposal and Baroness Morgan accepted the position.

#### **Decision**

Council **agreed** that Baroness Sally Morgan be appointed as Vice-Chair of Council with effect from 1<sup>st</sup> August 2016 for the remainder of her current term of appointment as a member of Council to 31<sup>st</sup> July 2019. As Vice-Chair, Baroness Morgan would also join the membership of Chairman's Committee for the same period.

### 1.4 Membership of Remuneration Committee

The Chairman proposed that Mr Paul Goswell, Chairman of the Estates Strategy Committee, should join the membership of Remuneration Committee with immediate effect.

#### **Decision**

Council **agreed** that Mr Paul Goswell would become a member of the Remuneration Committee with immediate effect for the remainder of his current term of appointment on Council to 31<sup>st</sup> July 2018.

## ✳2 Minutes

The Council **approved** the minutes of the meeting of the Council held on 22 March 2016 [KCC\_16\_03\_22\_02].

## ✳3 Matters arising

There were no matters arising.

## ✳4 Chairman's business

### 4.1 Honorary Treasurer

Council considered a recommendation from the Nominations Committee that Mr Michael D'Souza be appointed as Honorary Treasurer and Council Member. 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 comprising: The Chairman, the incoming Chairman and the Principal. A formal interview had been held on 27<sup>th</sup> April 2016 and the Panel had been unanimous in its recommendation that Mr D'Souza be appointed.

#### **Decision**

Council approved the appointment of Mr Michael D'Souza as Honorary Treasurer, Council Member, Chairman of Finance Committee and member of Chairman's Committee from 1<sup>st</sup> August 2016 for an initial term of three years,

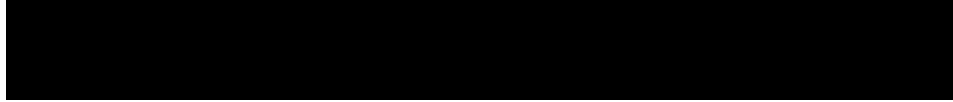
renewable.

#### 4.2 Honorary Degree Awards

Council considered recommendations from Fellowships and Honorary Degrees Committee for the award of Honorary Degrees.

##### Decision

(i) Council **agreed** that the award of an Honorary Degree should be offered to:



(ii) Council agreed that the award of an Honorary Fellowship should be offered to:



#### 4.3 Finance Committee

Council considered a recommendation from the Finance Committee regarding amendments to be made to the terms of some trust funds which had purposes that were narrow or required updating.

##### Decision

Council **approved** the amendment of the trust fund terms recommended by Finance Committee.

### PART 2: STRATEGIC MATTERS

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

##### 5.1 Principal's Report

Council **considered** the Principal's Report (KCC\_16\_06\_29\_5.1] and a paper on the implications of the UK referendum decision to leave the European Union. The following key issues were raised in discussion:

- The Council agreed that King's should seek university status in its own right and also seek the right to use the word university, but not to change its name.
- The Government Department for Business Innovation and Skills (BIS) had confirmed that it would not object to the University of London's application for its constituent colleges to be able to hold university status in their own right. The necessary changes to the UoL's constitution were likely to take some time to formalise and constituent colleges had been asked to consider their wishes and prepare any applications for change in advance of that formalisation date.

##### Decision

The Council **agreed** that King's should seek university status in its own right and also seek the right to use the word university, but not to change its name at the current time.

- The results of the consultation on the strategic vision green paper were currently being analysed and a report on the results would be made to the next meeting of Council. There had been a high level of engagement in the consultation including over 6000 web interactions, 321 completed survey

responses and 142 people attending the Town Hall meetings.

- Council noted the disappointing performance of some of King's disciplines in the recently published Times and Guardian league tables. It noted that these drew on the National Student Survey (NSS) results and so repeated the results seen there. The Council noted the statistical issues associated with the rankings which were highly bunched and erratic and also the London effects which were outside of the control of King's, but confirmed that the university must continue to improve the student experience and engage with the findings of the NSS.
- The executive team had developed a number of options for greater professorial pay transparency.
- Significant work was being undertaken to improve diversity and inclusion and significant progress was being made, though further improvements would be sought. Council members had attended a bespoke training course on unconscious bias for governors.
- Good progress was being made in the fit out of Bush House beginning with student and international community focused accommodation. The project was on track to achieve completion within the projected timescale with completion of infrastructure works expected in July / August 2016.

## **5.2 Brexit**

Council considered a report on preparations being made at King's for the UK's exit from the European Union (KCC\_16\_06\_29\_4.3). In discussion the following points were made:

- Management of the King's response to the outcome of the EU Referendum was being overseen by the task force led by the Head of Administration and College Secretary and the Vice-Principal (International) which had been established prior to the vote in order to prepare for the outcome.
- Immediate actions had been to reassure students and staff with up to date information as it became available, to remain in close contact with sector bodies to ensure knowledge of major political developments and to manage known and potential risks, in particular those associated with the current student recruitment cycle. Proactive action was being taken in messages sent from the Principal and through Executive Deans and Directors, through contacting offer holders and partners, posting information on the intranet and on plasma screens and through the establishment of a helpline.
- The Government had been acting responsively and the university has been able to get messages out to students quickly. This included the student loan guarantee for incoming students which had been settled shortly after the Referendum result was announced.
- Feedback had been received that staff who were EU nationals and their families had begun to experience hostilities in the UK and the President and Principal was hosting campus meetings with an immigration lawyer available to those attending to support these members of our community.
- The university was focusing on the student number target for 2016 entry and the critical need to deliver a stable financial outcome for next academic year in order to prepare for future potential policy shocks. Contingency plans were in place for use in the event that recruitment fell below the necessary trajectory. All students admitted would be of a high quality. Council noted

that an analysis of performance outcomes for students with lower entry grades had been undertaken which would be circulated for information.

- The Government had issued a guarantee that students entering in 2016 would be allowed to stay in the country for the duration of their programme.
- The next phase of work would be to reflect on the new position and begin to generate ideas for the shape of the future.
- 15% of the overall research grants and contracts income received at King's came from EU-based sources in 2014-15.
- An effect on staff recruitment was being seen in the academic faculties where EU and International applicants were uncertain about the immigration/permanent residence regime which may develop in the context of Brexit.
- The Treasurer stated that he was confident that the university had placed its reserves in a sensible location. He would brief the incoming Treasurer on these matters.
- Amendments were being made to the Strategy to increase the number of international alliances outside of the EU.

### **Decisions**

#### **Council agreed:**

- to reconfirm that King's gains substantial benefit from the 28% of its academic staff that come from other EU countries.
- That the Chairman would send a message to all staff and students at the end of his term of office which would express the collective view of the Council on the benefit gained from EU and international colleagues and students.
- That the analysis of performance outcomes for students with lower entry grades would be circulated for information.

*Sir Nigel Sheinwald left the meeting at this point.*

### **5.3 QAA Higher Education Review**

Council considered a verbal update on the QAA Higher Education Review completed in June 2016. The formal report of the outcome of the Review was expected mid-July.

### **5.3 King's and KCLSU Relationship Agreement**

Council considered a draft Relationship Agreement between King's and KCLSU and proposals to amend the Memorandum of Understanding between the university and union [KCC\_16\_06\_29\_5.3]. The following key issues were raised in discussion:

- The draft Relationship Agreement had been developed with staff focus groups, student officers and elected representative discussions, a workshop between staff and students and a joint Implementation Steering Group.
- The KCLSU Board of Trustees had commented on a draft on 25<sup>th</sup> May 2016 and the resulting final draft was presented to Council for consideration.

- The Relationship Agreement was a short statement of commitment on the way in which the university and union would work together in governance, leadership, management and operations, holding one another to account for fully engaging and empowering students to shape strategy and the education curriculum, as well as enabling students to play a full part in making decisions that affect their experience at King's.
- The revised MoU had been reviewed by university officers and by the Principal's Senior Leadership Team. The amendments were generally minor with one significant change which was the adoption of a per capita formula for the allocation of the block grant to the union to ensure that the grant kept pace with growth in student numbers.

### **Decisions**

- (i) Council **endorsed** the Relationship Agreement between King's and KCLSU.
- (ii) Council **approved** the proposed revisions to the Memorandum of Understanding with KCLSU.

### **5.4 KCLSU**

Council considered a report of current issues from the KCLSU President [KCC\_16\_06\_29\_5.4]. The following key issues were raised in discussion:

- The KCLSU made termly reports to the Principal's Senior Leadership Team on pressing issues for students and this had resulted in facilities for student parents including crèche facilities during examinations and induction and breast feeding rooms on all campuses. A Working Group had been established to explore the provision of further student parent facilities with the Graduate School.
- Students remained concerned about the impact of proposed changes to funding for students on nursing, midwifery and allied health professional courses and continued to support the national campaign. KCLSU had responded to the Government consultation which had closed on 30<sup>th</sup> June 2016.
- The President of KCLSU had spent three days with the Vice-Principal (International) and Professor Michael Kerr of the Middle Eastern Studies Department in Beirut on the King's Refugees Project. They had met with local non-governmental organisations, British Council, British Ambassador, UNICEF, the United Nations High Commission for Refugees (UNHCR) and Syrian students to discuss how to create a sustainable relationship and improve access to education. Additional information was available from the Vice-Principal (International).

*Mr Ralph Luck joined the meeting at this point.*

### **\*6 Surrey Street Buildings Disposal**

Council considered a report on the disposal of the Surrey Street Buildings [KCC\_16\_06\_29\_6]. In discussion the following points were noted:

- The Macadam (Temple Place) and other Surrey Street buildings had been subject to a full marketing process which had attracted a good level of interest despite the challenging market and had received 14 and 15 bids respectively.

- Chairman's Committee had considered the bids at its meeting on 24<sup>th</sup> May 2015 having received advice from the Estates Strategy Committee and had advised the university on the bids to pursue. Further discussions had been held with favoured bidders. The recommendations now presented to Council took account of the impact of the EU Referendum result, planning consent requirements, complementarity of intended building use and offer level.
- The freehold of Temple Place and a leasehold of the other Surrey Street properties was currently being offered.

### **Decision**

Council **agreed** that the university should pursue one offer in particular and asked that a more explicit account of the vision for collaborative working with the university be explored.

## **\*7 King's Futures**

Council considered an update report on Science and Technology [KCC\_16\_06\_29\_07]. The following key issues were raised in discussion:

- The academic vision for science and technology was to strengthen the core disciplines, build a new Engineering capability with a 21<sup>st</sup> Century focus and leverage interdisciplinary links to develop and deliver distinctive taught programmes and to establish new, innovative, value-adding research themes. The new research groups would link areas of medicine with the arts and sciences disciplines and a key element of the vision was to strengthen the natural sciences.
- A key development was the renovation of the Quadrangle at the Strand to provide a flexible facility for a new, distinctive and attracting style of teaching engineering which is project/problem based.
- The business case for Engineering was progressing, although there was still some work to do before it was completed. The Honorary Treasurer noted that he was comfortable with the way that this work was progressing.

### **Decision**

Council **agreed** that the Science and Technology strand of King's Futures should continue as planned.

*Professor the Baroness Alison Wolf and Mr Ralph Luck left the meeting at this stage.*

## **\*8 Financial Planning**

### **8.1 Budget 2016-17**

Council considered the Budget for 2016-17 [KCC\_16\_06\_29\_8.1]. In discussion the following points were noted:

- The particularly uncertain circumstances for Higher Education following the EU referendum outcome, fall off in research grant income, and fundraising activity meant that it was not possible to predict the budget with any certainty and the Honorary Treasurer and Finance Committee recommended that Council should ask the Director of Finance to provide a half yearly update on the budget in approximately 6 months' time.
- The financial strategy required a real (after inflation) improvement in operating performance of £10m for 2016/17 compared with the 2015/16

operating budget which implied a target operating surplus of £15m for 2016/17 and the draft budget presented showed a £15.4m operating surplus before investments. This surplus was required to finance investment and the capital plan assumed that this level of surplus would be available for investment in 2016/17.

- The Executive team had agreed the investment priorities for the next five years, notably the strategic investment in the Bush House complex, and the university was planning to run short term deficits whilst these investments gained traction and delivered the expected returns. The deficits would be funded temporarily by asset disposals which was a course of action endorsed by the Finance Committee only because investments such as Bush House represented a one-off strategic step change.
- The Honorary Treasurer reported that the budget was sound and he and the Finance Committee recommended it for approval by Council.

#### **Decision**

Council **approved** the Budget for 2016-17.

### **8.2 Forecast to 2018-19**

Council considered the Forecast to 2018-19 [KCC\_16\_06\_29\_8.2]. In discussion the following points were noted:

- The draft forecast had been reviewed by Finance Committee on 15<sup>th</sup> June 2016 and the Committee had approved the financial surplus forecasts and agreed to recommend that Council should delegate authority to the President and Principal to review, approve and submit the final schedule to HEFCE by 29<sup>th</sup> July 2016.

#### **Decision**

Council **agreed** to authorise the President and Principal to review, approve and submit the final schedule to HEFCE by 29<sup>th</sup> July 2016.

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

## **PART 3: FORMAL BUSINESS**

### **\*9 HEFCE Annual Assessment of Institutional Risk**

Council noted the HEFCE letter concerning its annual assessment of institutional risk which stated that King's was not at higher risk which is the highest assessment available. [KCC\_16\_06\_29\_09].

## **PART 4: COUNCIL COMMITTEE REPORTS**

### **10 Academic Board**

The Council **received** a report of the meeting of the Academic Board held on 20 April 2016.



#### **11 Chairman's Committee**

The Council **received** a report of the meeting of the Chairman's Committee held on 24 May 2016.

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

The Council **received** a report of the meetings of the Audit, Risk and Compliance Committee held on 14 June 2016.

#### **13 Finance Committee report**

The report of the meetings of Finance Committee held on 14 March and 15 June 2016.

#### **14 Estates Strategy Committee**

The Council **received** a report of the meeting of the Estates Strategy Committee held on 11 May 2016.

### **PART 5: OTHER BUSINESS**

#### **15 The Duke of Wellington**

The President and Principal and the Deputy Chair of Council, Mr Rory Tapner, led Council in thanking The Duke of Wellington for his service to the Council as its Chairman over the maximum nine-year period of appointment. Council and the university were indebted to the Duke for his commitment, work and enormous support. The Council offered The Duke the award of an Honorary Degree in recognition of his conspicuous merit and outstanding distinction.

The Duke thanked the Council for the note of thanks and the Award, which he accepted. He stated that it had been a great privilege to serve on the Council of this great university and wished it all the best good fortune for the future.

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

#### **16 Dates of next meetings:**

- Thursday 24 November 2016, 5pm
- Thursday 30 March 2017
- Thursday 29 June 2017

Ian Creagh  
Head of Administration and College Secretary  
June 2016