

**Minutes of the Meeting of the College Council held on 29 June 2017, 16.00**  
**Lecture Theatre 1, Bush House, Strand Campus**

**Present:** Sir Christopher Geidt (Chair); Baroness Morgan of Huyton (Vice-Chair); Professor Edward Byrne (President and Principal); Mr Michael D'Souza; Dr Angela Dean; The Hon Sir David Foskett; Mr Paul Goswell; Professor Brian Holden Reid; Mr Ben Hunt; Ms Ros King; Professor Sir Robert Lechler; The Right Reverend Dame Sarah Mullally; Dr Ian Tebbett; Ms Nhuoc Lan Tu; Professor Evelyn Welch; and Professor the Baroness Alison Wolf.

**Apologies:** Mr Chris Mottershead; Sir Nigel Sheinwald; and Mr Andrew Summers.

**In attendance:** Ms Irene Birrell; Ms Joanna Brown; Ms Gillian Herridge; Ms Xan Kite; Mr Steve Large; Professor Ian McFadzean; Dr Funmi Olonisakin; Professor Reza Razavi; Mr Momin Saqib; Dr Christine Kenyon-Jones (for item 1); and Ms Tessa Harrison (for item 8a(i)).

**1 Opening Presentation – History of King's and Bush House**

The Council received a presentation from Dr Christine Kenyon-Jones on the formation of King's and some of its famous alumni, including the history of the Council and an introduction to the history of Bush House.

**2 Welcome and Notices**

The Chairman welcomed: the two Vice Presidents who had not previously attended Council to their first meeting in their formal capacity as attendees at all meetings: Dr Funmi Olonisakin and Professor Reza Razavi; the incoming President of the Students' Union, Mr Momin Saqib, who was attending as an observer prior to the commencement of his period of office as a Council Member on 1 August 2017; and the new College Secretary, Ms Irene Birrell.

**3 Approval of Agenda**

The agenda was approved as circulated.

**4 Minutes of Previous Meeting [KCC\_17\_06\_29\_04]**

The Council **approved** the minutes of the meeting of the Council held on 30 March 2017, subject to the removal of the words "and Invesco" to the declaration of interest in Minute 7 as this Non-Executive Directorship was not relevant to the discussion.

**5 Matters Arising from the Minutes [KCC\_17\_06\_29\_05]**

The Council noted the actions agreed in previous meetings and that all had been completed or would be completed within the agreed timeframe.

Minute 6.2, Strategic Vision 2029 Delivery: The Chairman had received three expressions of interest from Council Members in supporting the work of particular themes in the Strategic Vision. Any additional expressions of interest should be made to the College Secretary.

**6 Report of the Chairman**

**(a) Governance Review [KCC\_17\_06\_29\_6a]**

The Council considered proposals for a governance review to be undertaken in 2017/18. In discussion, the following points were made:

- The university's Ordinances require that a review of governance arrangements

be undertaken at least once every five years and almost five years had passed since the last review. It was proposed that a review be undertaken over the next year which was timely given the relatively recent appointments of the Chairman and College Secretary. Members would be asked to complete a questionnaire as in previous reviews, but there would be a deeper exploration of issues raised, together with a detailed look at policies and processes with wider consultation as appropriate.

- The proposed scope of the review was set out in the paper and covered structure, members, meetings, delegations and decision making, and governance policies. The review would be completed within one year, but it was expected that some changes would take longer to bring into full effect.
- Of particular interest was the question of how to engage members in the business of Council in ways that used their skills and time to best effect.
- The President of KCLSU requested that the scope include consideration of postgraduate student inclusion in the membership of Council and broader student engagement across the governance processes.
- It was noted that additional suggestions and issues could be raised for inclusion in the review as it progressed through to its conclusion.
- A Governance Committee would be constituted to oversee the process. The recommendation to form that Committee would be made to Council by the Nominations Committee which would consider a constitution developed with the Chairman.

### **Decision**

The Council **approved** the undertaking of a governance review with the scope and timeline outlined in the paper.

## **(b) University Status**

### **(i) Resolution for University Status Application [KCC\_17\_06\_29\_6bi]**

The Council considered a resolution that King's should submit its formal letter of application to the Higher Education Funding Council for England (HEFCE) seeking the legal status of university, and the text of that letter. The following points were raised in discussion:

- HEFCE had confirmed that the only submission it would require for colleges of the University of London to seek the legal status of university would be a letter of intent from the governing body and data from the Office of the Independent Adjudicator. The data required would be confirmed in due course.
- The University of London had recommended that each college submit its formal letter of application to HEFCE in July 2017 stating that the application was subject to the granting of royal assent for the revisions to the University of London Act. The early submission would allow HEFCE to complete its back office functions while the Bill moves forward and enable confirmation of status as soon as the Bill is passed in the Summer/Autumn of 2017.
- Council noted that King's remained committed to the federal University of London and did not intend to seek a change of name as part of this process.

### **Decision**

The Council **approved** the following resolution:

“Subject to the passing of the University of London Bill 2017 and it receiving Royal Assent, the Council of King’s College London has resolved for the College to seek the legal status of university, and has agreed that the necessary application for university title should be submitted to HEFCE as the first step in the process”.

The Council further **approved** the wording of the letter to be sent to HEFCE enacting the resolution as set out in the paper, with the suggestion that an alternative salutation to ‘Dear Sirs’ be sought.

#### **(ii) Chairman’s Actions – Minor Amendments to the Statutes of the University of London [KCC\_17\_06\_29\_6bii]**

The Council noted action taken by the Chairman on behalf of the Council to approve proposals for minor amendments to be made to the Statutes of the University of London. The amendments had been sought to align the Statutes with the new University of London Act and had been required before the date of the Council meeting.

#### **(c) Ordinances – Minor Amendments [KCC\_17\_06\_29\_6c]**

The Council received notice as required by Ordinance B1 that a report requesting approval of minor amendments to the university’s Ordinances would be brought to the next meeting of the Council on 27 September 2017. The amendments would cover clarification of the promotions process for academic staff, editorial amendments concerning the College Secretary, and formatting and consistency editing.

#### **(d) Meeting Plans for 2017-18 [KCC\_17\_06\_29\_6d]**

The Council received the list of meetings dates for Council and its standing committees for 2017-18. In discussion members requested that the planning be extended to a two-year schedule. The College Secretary agreed to pursue this.

#### **(e) Upcoming breakfast briefing [KCC\_17\_06\_29\_6e]**

The Council noted that a breakfast briefing on the implementation of the Strategic Vision had been arranged for July 2017.

#### **(f) Authorities of Senior Vice-President (Operations) and College Secretary [KCC\_17\_06\_29\_6f]**

The Council considered proposals concerning the remit of the College Secretary and Senior Vice President (Operations).

### **Decision**

The Council **approved** the proposals that:

- (i) The College Secretary be the designated secretary for all Council committees and subcommittees, with authority to delegate as appropriate.
- (ii) The College Secretary and the Senior Vice President (Operations) be given authority to review and make changes to documents, other than the Ordinances, to indicate which officer should hold any authorities assigned to the “Head of Administration and College Secretary”, provided that the Principal and Chairman would make the final determination in the event of any lack of clarity.

## 7 Report of the President & Principal

### (a) Summary Report on Key Issues [KCC\_17\_06\_29\_7a]

The Council considered the Principal's report on key issues. The following matters were highlighted in discussion:

- There had been a series of difficult and unfortunate events in London in recent times which had demonstrated a cohesion and resilience in the university community and this would be a focus of the Principal's end of year news. A vigil had been held as a mark of respect for all those who had been affected by the attack on London Bridge. A staff member and her young son were believed to have died in the Grenfell fire. A student had lost their home in the fire and the university had offered the student accommodation. There had been a series of drop-in counselling sessions for students, and both the Chaplaincy and Counselling were always available for students and staff feeling the trauma of events.
- The Principal confirmed that King's had started to look at its own fire safety as had been asked by HEFCE. The Senior Vice President (Operations) confirmed that no university buildings had the cladding in use at Grenfell tower. Checks would be made on other types of external cladding with respect to fire safety, and the owners of third party accommodation would be asked for evidence to support their replies on fire safety. All fire precautions were being checked, not just cladding.
- The Ofsted report for King's College London Mathematics School had been outstanding and was now quoted in the higher ranks of government as a stellar success. The founding Chair and College governor, Professor the Baroness Wolf of Dulwich FKC, stated that one of the highlights of the Ofsted report was the Maths School's close links with King's.
- The Principal confirmed that Professor Nicola Phillips had accepted the role of Vice President (Education), and would be welcomed as an excellent addition to the team. Professor Phillips had an outstanding background as a political scientist.
- The Principal stated that undergraduate and postgraduate taught admissions were both positive news stories. King's continued to be in greater demand than the previous year, and early assessment of the quality of postgraduate education had been very good. The main admissions challenge was in the Nursing postgraduate diploma, an inevitable consequence of the fee regime.
- The Principal confirmed that a decision had been made to retain the Macadam Building and that the options for its reuse once its occupants and functions had moved to the Bush House buildings were under consideration.
- The Principal stated that buy-in to King's Strategic Vision 2029 continued to go well.
- The Teaching Excellence Framework (TEF) results had been published and King's had received a Silver Award on the strength of its statement. This was a fair assessment in the Principal's view; the TEF situation was complex and there were flaws in the metrics, but there were areas at King's that needed improvement. The Principal emphasised that TEF did not measure teaching quality and suggested that the Postgraduate Taught Experience Survey (PTES) would give a more rounded view of the teaching quality at King's. He proposed to report on the next stage of the process next year once the new Vice President (Education) was in role. A positive outcome was that the government had committed to an in-depth review of the TEF metrics.
- The Times Higher Education's World Academic Summit 2017 would be held in partnership with King's in September 2017. Council Members would be invited.

- King's had held its place in the top 25 in the QS World University Rankings.
- The Principal noted the recent tragic death of a worker on the Francis Crick Institute construction project. The circumstances had been discussed at the Principal's Health and Safety Management Group (HSMG) due to the university's close ties with the Institute, even though the event had happened outside of King's jurisdiction.
- The Senior Vice President and Provost (Health) briefed Council on a significant issue that might soon become public involving the relationships among King's, the Royal Brompton Hospital, and Imperial College London with which the Royal Brompton is associated. [Conflicts of interest were declared by Baroness Morgan of Huyton and Professor Evelyn Welch]. King's proposal to create a multi-partner institute in cardiology

would create a clinical service of a scale exceeding anything else in the UK and would rival the Cleveland Clinic, provide an opportunity to create something globally leading in Westminster with paediatric cardiology because of the location of the Evelina Children's Hospital, and co-locate heart and lung transplantation with this institute over time. In response to questions the Council heard that many congenital heart disease patients were supportive of the move and that it made medical sense for paediatric and adult services to be in the same place, allowing for the holistic care that foetal and infant heart disease patients often needed throughout their lives. A Member suggested that the argument that this move would provide better patient care was compelling and that the narrative should be more patient focussed as the issue unfolded publicly. The Senior Vice President and Provost (Health) agreed with this approach.

- A Member noted with concern the reduction in research income in the arts and humanities as a result of changes in Government policy. The Principal reported that these matters were being considered across the sector and developments would be reported to Council.
- A Member raised concern over security in the Strand campus following news of an assault on a member of staff. It was explained that the staff member had been assaulted while trying to assist in the removal of an unruly individual. This was an example of the difficulty of finding the right balance between remaining accessible and maintaining security.
- The Principal reported that there was ongoing success in fundraising in a number of areas. The Campaign Board, chaired by The Rt Hon Sir John Major KG CH, was getting ready for a new campaign launch.

**(b) KCL/KCLSU Relationship Agreement [KCC\_17\_06\_29\_7b]**

The Council considered a progress report on the Relationship Agreement between King's College London and the King's College London Students' Union. In discussion, the following points were noted:

- The Principal commended the report to Council. He reported that the relationship with KCLSU was strong and growing stronger each year with successful collaboration on many issues and constantly increasing student involvement in governance. A new sub-committee of the Academic Board which would focus on student experience had been established at the Board's most recent meeting. The development at Bush House was on track to provide the best space that KCLSU had ever had.

- The President of KCLSU also commended the report to Council and reported that the year had seen significant growth in student engagement and that the university's facilitation of the student voice in governance had been appreciated. The new Student Experience Committee would have further positive impact in future.
- The report recommended that progress reports be produced twice a year henceforward and submitted to the Council, executive committees and the KCLSU Board of Trustees as specified within the agreement.

The Chairman noted that the current President of KCLSU, Ben Hunt, was due great credit for the strengthened relationships between the university and KCLSU and Council members thanked Ben for his significant impact.

### **Decision**

The Council **approved** the proposals that:

- (i) Progress reports be produced in future years for consideration by the Council and the KCLSU Board of Trustees on a bi-annual basis.
- (ii) The Relationship Agreement be circulated on an annual basis to the Council members, Executive team members and the KCLSU Trustee Board.

### **(c) Diversity & Inclusion Steering Group [KCC\_17\_06\_29\_7c]**

The Council considered a report of issues raised at the meeting of the Diversity and Inclusion Steering Group held in June 2017. The following key issues were noted:

- Clear progress had been made in raising the profile of diversity and inclusion, but there remained a lack of effective strategy and structure for impact across university.
- The recently appointed Director of Diversity and Inclusion, Sarah Guerra, would be asked to report on the issues, plans and progress at a future meeting of the Council.
- A member expressed disappointment that the university had been awarded a bronze Athena Swan award. Professor Welch explained that King's had silver level actions in place, but bronze level data, including a gender pay gap which was among the highest in the sector. Actions were underway to address the gap at the lower professorial range. Some improvements had been seen at the local level but these were not consistent and improvement in this area was amongst the Principal's top priorities. The bronze Athena Swan award did not have any immediate financial implication for the university.

### **(d) Establishment of Vice President/Vice-Principal (Service) [KCC\_17\_06\_29\_7d]**

The Council considered a proposal from the Principal that an additional Vice President/Vice-Principal post be established with a remit to lead the development of a strategy for Service for King's, focusing on the next five years and aligned with the Strategic Vision 2029. In discussion, the following key points were noted:

- The strategy would address one of the five strategic priorities of the Vision 2029, that King's will serve to shape and transform, to be known as the university that makes a significant and innovative contribution to society and to business, beyond education and research.
- Subject to approval by Council, the next step would be to constitute an appointment panel and Andrew Summers had been identified as the Council Member to join that panel following his expression of interest in assisting with the service priority in the Strategic Vision.

### **Decision**

The Council **approved** the proposal that a new executive post of Vice President/Vice-Principal (Service) be established.

*Professor Welch left the meeting at this point.*

## **8 Reports of Committees**

### **(a) Report of the Academic Board [KCC\_17\_06\_29\_8a]**

The Principal, in his role as Chair of the Academic Board, presented the report of key matters requiring the attention of Council considered by the Board on 7 June 2017.

#### **(i) Education Strategy 2017-22**

The President & Principal commended the draft Education Strategy to the Council as a visionary and ambitious document and asked that Vice-Principal (Education), Professor Ian McFadzean, and the Director (Students & Education), Tessa Harrison, present it to Council. In their presentation they noted that:

- Education was a central pillar of King's Vision 2029 and the draft five-year Strategy presented the positioning required and agreed by colleagues across the university following extensive consultation with over 1000 members of the community in its development.
- The Education Strategy set six strategic goals:
  - To drive world-class learning and knowledge creation through research-enhanced education;
  - To expand learning opportunities through flexing the curriculum and increasing access to co-curricular activities;
  - To embed civic engagement and service learning across King's;
  - To ensure all King's students are equipped for success;
  - To support positive wellbeing as a fundamental ethos of the university; and
  - To embrace students as co-creators of the educational experience.
- It was intended that the ambitious measures of success given for each goal would be reached incrementally over the five-year span of the Strategy and priority initiatives were outlined in each case.
- The Strategy presented a challenge to stop some current activities as well as introduce others and there were short term gains to be made as well as the longer-term developments.
- The development of the Strategy had highlighted the pride and enthusiasm of King's staff and students and the goals and initiatives were expected to move the TEF rating from silver to gold as one outcome of their introduction.
- Co-curricular activities would include teamwork outside of the students' familiar comfort zone.

Council welcomed the Strategy and praised the collaborative nature of its development and ambitious and innovative stance. It was noted that the wording of the measures focused largely on student satisfaction rather than teaching.

The President of the KCLSU reported that students had played a full part in the development of the Strategy and welcomed it with enthusiasm. KCLSU welcomed the focus on drive to improve satisfaction and provision rather than to focus solely on

the TEF results.

**Decision**

Council **approved** the Education Strategy 2017-2022.

**(ii) Student Charter**

The Council received the existing Student Charter for re-adoption for 2017-18.

**Decision**

The Council **approved** the adoption of the Student Charter for 2017-18.

**(iii) Items for Information**

The following items were received as read for information:

- Report on Employability-led Quality Assurance;
- Report on a substantial review of the Academic Regulations; and
- Action plan update for the QAA Higher Education Review.

**(b) Report of the Finance Committee [KCC\_17\_06\_29\_8b]**

The Honorary Treasurer, in his role as Chairman of the Finance Committee, presented the report of key matters requiring the attention of Council considered by the Committee on 8 June 2017.

**(i) Draft Budget and Capital Plan 2017/18**

The Honorary Treasurer and the Vice President (Finance) presented the draft Budget and Capital Plan for 2017/18 which had been recommended to Council by the Finance Committee, noting that:

- [REDACTED]
- The Budget included significant investment in new posts particularly for the King's Business School and other growth areas including engineering, informatics, social sciences, digital humanities, psychiatry, psychology and neurosciences.
- The Finance Committee had considered the impact of certain stresses including any unexpected fall in student numbers and staff pay increase.
- The Budget made best estimate assumptions on the timing of new appointments and vacancy levels. During the investment phase, operation margins would remain depressed having taken up front costs of staff and premises for which the benefits would be seen in later years on the plan period. On an FRS102 accountancy basis this would likely result in a total comprehensive income for the year before revaluation of endowment asset investments of £13.5m.
- Capital investment plans totalled [REDACTED] out to 2021/22 funded from increasing operational cash surpluses, philanthropy, partnerships and other third-party funding.
- The recent decision not to sell the Macadam Building had left a gap in the capital funding plans and a process was underway to explore other options for releasing cash from real estate to offset this loss. A joint meeting of the Finance and Estates Strategy Committees had been planned for the Autumn as this would impact on the Estates Strategy, and Council would receive a progress report in November.



### **Decision**

The Council **approved** the Budget and Capital Plan for 2017/18.

#### **(ii) HEFCE Financial Forecast**

The Vice President (Finance) reported that:

- Work to complete the annual accountability return to HEFCE covering the period to 2021/22 in the specified template would be completed prior to the submission date of 31 July 2017.
- The return would be consistent with the budget and medium term financial forecasts expressed in FRS102 accountancy terms.

### **Decision**

The Council **approved** a recommendation that authority be delegated to the Treasurer to review and approve the final financial forecasts prior to submission to HEFCE in July 2017.

#### **(iii) Resolution to change the purposes of individual endowment funds.**

It was noted that King's had over 600 trust funds, but had found difficulty in spending the annual investment income from some due to their narrow or outdated description of purpose.

### **Decision**

The Council **approved** proposed changes to the purposes of individual endowment funds (listed in paper 8b Annex 2 of the agenda), to be forwarded to the Charity Commission for official approval.

#### **(iv) Items for Information**

The following items were received as read for information:

- Tuition Fees for 2018/19 Entry;
- Student Residence Fees setting;
- USS Pension Scheme;
- Severance Scheme;
- Capital Plan;
- Bush House Re-Development; and
- Standard and Poors Credit Rating.

#### **(c) Report of the Audit, Risk and Compliance Committee [KCC\_17\_06\_29\_8c]**

On behalf of the Chair of the Audit, Risk and Compliance Committee, Ms Ros King presented the report of key matters requiring the attention of Council considered by the Committee on 13 June 2017.

##### **(i) HEFCE Annual Provider Review Process**

Under HEFCE's new quality assurance process, the Council would be required to make a declaration to HEFCE giving assurance that: it had discussed the Annual Provider Review (APR) report and action plan relating to the continuous improvement of the student academic experience and student outcomes; the methodologies used to improve student academic experience and outcomes were robust and appropriate; and the standards of awards had been appropriately set and maintained.

The primary responsibility for ensuring and assessing academic quality would continue to

lie with the Academic Board which would be the body to recommend approval of the APR to Council. However, it was proposed that Audit, Risk and Compliance Committee should have a role in providing assurance to Council that the processes put in place by the Academic Board to assess the APR were robust and had been carried out.

Other universities were adopting a similar process for recommending approval of the APR to their governing bodies.

### **Decision**

The Council **approved** the proposal that the Audit, Risk and Compliance Committee would review the processes supporting the provision of high quality academic offerings at the university and would provide a report to Council at the same time as Council receives the report on the Annual Provider Review from the Academic Board which would support the Council's self-certification of academic quality assurance.

### **(ii) Items for Information**

The following items were received as read for information:

- College Accounts;
- HEFCE Data Audit;
- ARCC effectiveness;
- Business Continuity; and
- Internal Audit Plan.

### **(d) Report of the Nominations Committee [KCC\_17\_06\_29\_8d]**

The Chairman, as Chairman of the Nominations Committee, presented the report of key matters requiring the attention of Council considered by the Committee on 12 June 2017.

### **(i) Appointments to Audit, Risk and Compliance Committee**

#### **Decision**

The Council **approved** the appointments of Sarah Wilkinson and Julienne Daghish as co-opted members of the Audit, Risk and Compliance Committee for an initial period of three years commencing 1 August 2017.

### **(ii) Extension of Committee Appointments**

The College Secretary noted that it was possible that the governance review to be undertaken over the next 12 months could result in revision to the current committee structure. It was therefore proposed that current committee appointments at the end of a first or second term be extended by one year as an extraordinary measure pending the outcome of the review.

A member asked that her appointment period on a committee be checked [Secretary's Note: this has been undertaken and the information in the meeting papers was correct.]

#### **Decision**

The Council **approved** the proposal that current committee appointments at the end of a first or second term be extended by one year wherever possible as an extraordinary measure pending the outcome of the governance review.

**(e) Report of the Estates Strategy Committee [KCC\_17\_06\_29\_8e]**

The Council noted the report of matters for the attention of Council considered by the Committee on 10 May 2017. The following items were received as read for information:

- Proposed integrated investment strategy for health;
- Student residences;
- Block 9 and The Prideaux;
- Potential Land Exchange;
- Canada Water;
- Macadam Building;
- Bush House Development; and
- 11 Lavington Street.

**9 Report of the KCLSU President**

The Council considered a summary report of key issues from the KCLSU President. Mr Hunt noted the following:

- The majority of manifesto pledges of the outgoing KCLSU President were complete and others were moving towards completion and would be continued next year.
- Over the past year, Council had benefitted from increasing oversight of key student issues. The Relationship Agreement report, considered at Item 7(b) on the agenda had been welcomed. The KCLSU President highlighted the success of establishing a governance structure through the new Student Experience Committee.
- A key initiative had been improving mental health provision and significant progress had been made with more to come. Council Member, Lan Tu, had kindly agreed to Chair the Mental Health Steering Group.

The Chairman proposed a formal vote of thanks to the outgoing KCLSU President for all the work he had put in to the role, and stated that the Council had benefitted from his wisdom and counsel, and his willingness to engage fully with the Council. He looked forward to continuing in the same vein with Mr Hunt's successor. A presentation was made to Ben Hunt from the Council in recognition of his outstanding contribution to its work.

**10 Any Other Business**

There was no other business.

Irene Birrell  
College Secretary  
July 2017