

## Minutes of the Meeting of the College Council held on 30 March 2017, 16.00

Robin Murray Lecture Theatre, IOP Building, Denmark Hill 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 Ben Hunt; Ms Ros King; Professor Sir Robert Lechler; Mr Chris Mottershead; The Right Reverend Dame Sarah Mullally; Sir Nigel Sheinwald; Mr Andrew Summers; Ms Nhuoc Lan Tu; Professor Evelyn Welch; and Professor the Baroness Alison Wolf.

**Apologies:** Mr Paul Goswell, Professor Brian Holden Reid and Mr Steve Large.

**In attendance:** Miss Xan Kite; Professor Ian McFadzean; Mr David Newman; Dr Ian Tebbett; Ms Anne Marie Canning and Ms Maija Koponen (for item 1).

### PART 1: BEHAVIOURAL INSIGHT

#### 1 Behavioural Insight

Council received a presentation on the use of behavioural insight to improve the experience of widening participation students. In discussion the following key points were raised:

- The project followed a Cabinet Office initiative in evidence-led policy-making and was the first in a UK Higher Education institution, having been introduced also in Harvard and Toronto.
- The technique used 'nudges' to help influence decision-making and pilots of different nudges of increasing complexity had been introduced for widening participation students over a two-year period to date with considerable success, and had resulted in heightened insight improvements for the university.
- The technique was focussed on outcomes, evidence based and experimental. It provided excellent value for money and was scalable. All services for students across the university were reviewing their processes to see where behavioural insight could make improvements for their widening participation students.
- Widening participation students performed at least comparably to non-widening participation students in their final results, but took longer to achieve full learning performance during their studies. Behavioural insight nudges were being employed to assist with learning potential.
- Studies had shown that widening participation students experienced greater anxiety than non-widening participation students and KCLSU would work with the Behavioural Insights Team on this in the development of the Mental Health Strategy, focussing in particular on the impact of debt and financial management on mental health.
- Behavioural effects associated with types of student accommodation would be studied for interventions that might make improvements, for example providing lockers for those who live at home as well as nudges and other actions.
- The Team would liaise with the Marketing department on the possibilities for introducing nudges for aspirational choices in enquirers and applicants prior to the commencement of their studies.
- Communication was a critical consideration for optimal success throughout the student experience journey.
- Council congratulated Anne-Marie Canning and the Behavioural Insights team on their inspirational work and the stimulating presentation and it was noted that the techniques

offered potential for improved decision-making by non-widening participation students and staff.

## **PART 2: HOUSEKEEPING**

### **2 Apologies and Notices**

The Chair noted apologies from Mr Paul Goswell, Professor Brian Holden Reid and Mr Steve Large.

Baroness Morgan of Huyton declared a potential conflict of interest for item 12 concerning the potential development of the Denmark Hill Campus. The Chair had agreed that she should remain in the room for the discussion on the item.

### **3 Notification of Other Business**

There were no other items of business notified.

### **4 Minutes**

The Council **approved** the minutes of the meeting of the Council held on 30 January 2017 [KCC\_17\_03\_30\_04].

### **5 Matters Arising**

Council noted the actions agreed at the previous meeting and that all had been completed or would be completed within the agreed timeframe. There were no other matters arising.

## **PART 2: CHAIRMAN'S BUSINESS**

### **6 Chairman's business**

*Dr Ian Tebbett left the meeting at this point.*

#### **6.1 Council Membership**

Council considered proposals for the appointment of a staff member of Council and regular attendees [KCC\_17\_03\_30\_6.1]. In discussion the following points were made:

- There were currently two potential vacancies in the staff membership of Council.
- It was proposed that the Senior Vice President (Operations), Dr Ian Tebbett, be appointed to one of the vacant positions which would mean that all four SVPs were Council members.
- The Statutes specified that the only ex-officio staff member was the President and Council might wish to review that specification as part of the review of governance effectiveness required to be undertaken in the near future. Two of the current SVPs would otherwise be required to leave the membership of Council having completed their full nine-year term in July 2018. Any resulting proposal to amend the Statutes would require approval by the Privy Council and might coincide with amendments resulting from a change in university status.
- The recent changes to the senior executive structure had identified four Vice President & Vice-Principal roles, each of which had been represented at Council meetings in the recent past. It was proposed that these officers be invited to be 'in attendance' at all Council meetings in order to ensure that Council had access to the full range of executive institutional knowledge.
- The President of KCLSU requested that consideration be given to an increase in the number of student members of Council. Council noted that an adjustment to the rhythm of student attendance had been introduced this year by inviting all sabbatical

officers for a half hour period discussion with Council each term and that this practice was not affected by the staff member appointment proposal.

#### **Decision**

Council **agreed** that:

- (i) Dr Ian Tebbett, Senior Vice President (Operations) be appointed as a staff member of Council for an initial period of three years starting on 31 March 2017.
- (ii) No appointment would be made to the remaining potential staff vacancy at present.
- (iii) The Vice Presidents would be invited to attend meetings of Council as a matter of course.

*Dr Ian Tebbett re-joined the meeting at this point.*

### **6.2 Strategic Vision 2029 Delivery**

Council considered proposals for the involvement of its members in the development of the five strategic themes that underpin the vision (Education, Research, Service, International and London) [KCC\_17\_03\_30\_6.2]. The following points were raised in discussion:

- Briefings for Council Members on the development of the strategy were being arranged.
- Individual Council Members might be identified to follow each of the strategy themes as the development phase would be an iterative process. The role of the Council Members in this process would be to support the Executive leader by bringing an external perspective and providing constructive challenge.
- Council Members would express their interest in particular strategic themes to the Chair, noting that the Education and Service themes were currently ready to begin and the international theme was expected to be the next to start.
- The Executive team noted the positive impact made by current Council Member presence in providing a governance perspective on the Innovation Committee, Diversity and Inclusion Steering Group and other executive groups and areas of development.

#### **Decision**

Council **agreed** that Members would express their interest in particular strategic themes to the Chair.

### **6.3 Other Items of Chair's Business**

There were no other items of Chair's business.

## **PART 3: PRINCIPAL'S BUSINESS**

### **7 President & Principal's Report**

Council considered the Principal's Report [KCC\_17\_03\_30\_07]. The following key issues were highlighted in discussion:

- Professor Reza Razavi had been appointed Vice President & Vice-Principal Research and Dr Funmi Olonisakin had been appointed interim Vice President & Vice-Principal International. The search for a Vice President & Vice-Principal Education continued.
- A joint statement concerning climate change had been agreed among the university, new campaign group King's College Climate Emergency and KCLSU. The statement provided seven points by which financially sound decisions can be taken in the interests of King's.

Council considered the points and noted concern around the aim to divest King's from fossil fuels, but noted that the caveat that such decisions would be dependent upon having options without significant impact had been included to address this. The Investment Sub Committee of the Finance Committee had considered the proposals in detail and had been clear that this caveat was essential. Nevertheless, Council agreed that this new set of statements should not be moved any further towards a commitment to divest. Council member, Sir Nigel Sheinwald, was recorded as a dissenting voice in the agreement of the statement. Sir Nigel declared his interest as a Non-Executive Director of Royal Dutch Shell.

- Any statement to be prepared on investment in defence would be subject to a separate process of consideration.
- The projected admissions numbers were largely satisfactory with seven of the eight faculties expected to meet their recruitment targets for the coming year for undergraduate programmes. Changes in NHS funding for certain programmes, specifically Nursing, had led to a decrease in applications, but it was hoped that these early figures would stabilise. The Russell Group had made representations to Government on this matter and the Council of Deans of Nursing was also acting in concert on the issue. The House of Lords was also active in considering the matter.
- The Government had guaranteed access to the loan pool for the duration of their course for EU students enrolling in the current year and it was hoped that this would be repeated for those enrolling next year. King's was not yet in a position to guarantee that it would not move to international fees for EU students in future because it might be legally obliged to do so. A substantive paper on the matter would be presented to Council in due course.
- King's had received confirmation of approval for its 1500 visa allocations.
- The Government had introduced a range of amendments to the Higher Education and Research Bill in February that went some way to responding to concerns raised by Peers and MPs and the debate continued over the efficacy of the Teaching Excellence Framework, the Minister having taken on board strong representations from the Russell Group.
- EU staff were experiencing a significant increase in levels of anxiety following the activation of Article 50. Support was being provided in communications and counselling, but the anxiety would remain high until staff ability to remain in the country was confirmed. King's was currently retaining its EU staff. It was experiencing some issues with recruitment of EU staff, but the reasons for this could be complex.
- King's had performed exceptionally well in the recent QS and Times Higher league tables, of particular note were the positioning of Psychology as first and Nursing as second in the world. King's had been ranked in the top 10 in the world in 11 subjects in total.
- The domestic rankings had not yet been published, but it was known that these would draw heavily on the NSS and that King's did not expect to be highly placed.
- The student boycott of the NSS in 2017 and King's agreement not to exceed the promotion provided by IPSOS Mori would have long-term consequences in league tables and other assessments. If participation rates were low enough King's would be shown at the bottom of the table as unranked. The university had plans to work with other unranked institutions to investigate any possibilities for different mechanisms to be employed by assessing bodies/league table compilers. Council noted that it was important to uphold the good relationship with the students, and also to be mindful of that importance and the decision taken when detrimental consequences were seen.

## **Decision**

Council **endorsed** the new statement concerning climate change and investment, noting the dissenting voice of one member, but also **agreed** that no further movement towards any commitment to divest investment in fossil fuels should be made.

## 8 IT Resilience Review

Council considered the management response to the PA Consulting Review of IT resilience commissioned following the significant IT outage experienced at the beginning of the 2016-17 academic year [KCC\_17\_03\_30\_08]. In discussion the following points were noted:

- The report had laid out summary recommendations and also contained subsidiary recommendations within the detailed text and the management response laid out proposed actions to be taken in response to all of these.
- Active work was being undertaken on the governance model to ensure that it was fit for purpose for the high rate of process change sought across all service areas and the implications for IT.
- The Chair of the Audit, Risk and Compliance Committee reported that ARCC had considered the report in detail and had two key areas on which it required assurance - was sufficient change being made to the management of the infrastructure and had sufficient change been made in communications to rebuild trust? The Executive team assured Council that both areas were receiving priority attention and significant progress was being made with each, noting in particular the appointment to a new post of Internal Communications Director.
- IT resourcing was particularly expensive within London and roles were being moved to the Cornwall office, mindful of the agreement with the unions that staff in post would not be relocated. However, it was noted that only 15 staff spaces remained within the current Cornwall office space and further expansion in the location would require capital consideration. The Resilience Review outcomes pointed to a move to more in-house provision and reduced outsourcing.
- It had become clear that the historic underspend on IT had resulted in a need for significant operational spend which limited the use of the [REDACTED] funding allocated by Council for strategic investment.

### Decision

Council **agreed** that it wished to review the budget for IT operational and strategic spend.

## 9 Estates Update

Council noted a report on current estates matters [KCC\_17\_03\_30\_09].

## 10 Diversity and Inclusion

Council considered the report from the Diversity and Inclusion Steering Group [KCC\_17\_03\_30\_10]. In discussion, the following key points were noted:

- A Director level position had been created and an appointment made to lead the Diversity and Inclusion function at the university. The new Director, Sarah Guerra, had a strong background in the field from HMRC and the Ministry of Defence and would be invited to make a report to Council in the Autumn Term 2017.
- A further session of training for new Council members on unconscious bias would be arranged following the success of the training session held on the topic in June 2016.
- Work was being undertaken on bullying and harassment and further reports would be made to Council on progress in this area.
- Work was continuing on the provision of support for disabled students led by the Senior

Vice President (Quality, Strategy and Innovation) following the removal of funding support from the Government.

### **Decision**

Council **agreed** to invite the Director of Diversity and Inclusion to make a report on progress and plans in the area to Council in the Autumn of 2017.

## **11 KCLSU President's Report**

Council considered the report of current issues from the President of KCLSU [KCC\_17\_03\_30\_11]. In discussion the following points were noted:

- KCLSU and the university's Student Services had founded a College Mental Health Steering Group with a remit to identify areas for prioritisation and improvement. Professor Simon Wessely, Regius Chair in Psychiatry, was Chair of the Steering Group. Work on the link between finance and student mental health was being undertaken in collaboration with the Mental Health and Finance Charity.
- A student lead had been appointed between the PLuS Alliance student representative bodies at a joint conference held in Australia in March 2017 and priorities had been set to address joint initiatives and the future governance of the Alliance.
- The 2017 KCLSU officer election had attracted a record vote count of 6,200 and Council congratulated the Union on this achievement. The newly elected officers included President-elect, Momin Saqib who would be invited to attend the June meeting of Council ahead of his full membership beginning in August.
- The naming of the new KCLSU spaces in Bush House had been completed and the President had signed off the plans.
- The Socially Responsible Investment Committee continued to meet and would report to Council in due course.
- Council asked for information on King's experience of student suicide following recent reports from other universities. King's did experience instances of student suicide and Professor Simon Wessely was focusing on this as a central focus of his work as Regius Chair in Psychiatry. King's had evidence of the effective process and support provided by the Chaplaincy and had the expertise and determination to be an exemplar in the higher education sector in prevention.

## **PART 5: STRATEGIC MATTERS**

## **12 King's Health Partners**

Council received a presentation from the Senior Vice President/Provost (Health) on King's Health Partners' plans for the Denmark Hill Campus. In discussion the following points were noted:

- King's Health Partners (KHP) was now a successfully established engine of innovation. It was one of only six Academic Health Science Centres (AHSCs) in England designated by the Department of Health. It brought together a world-leading research-led university (King's College London) and three successful NHS Foundation Trusts (Guy's and St Thomas', King's College Hospital, and South London and Maudsley).
- KHP was world-leading in the integration of mental and physical healthcare, education and research, accelerating innovation through the addition of the university contribution.
- Significant success was being seen in highly cited papers, innovation, clinical trials, consultant professorship appointments through academic research publications, and advanced therapeutics attracting significant investors.
- A logical landscape for health innovation and service in London was emerging in which KHP

was a significant participant.

- There were significant opportunities to rationalise specialist clinical services onto single sites and discussions around this were ongoing within KHP and across other interested parties.

Council thanked Professor Sir Robert Lechler for his presentation and expressed enthusiasm for the work being undertaken and potential developments. Time constraints meant that it was not able to consider the second portion of the presentation on potential developments at Denmark Hill and it agreed that it wished to receive that presentation at a meeting in the near future.

### **Decision**

Council **agreed:**

- (i) that the slides would be circulated to members after the meeting; and
- (ii) that it would consider the presentation on potential developments at Denmark Hill at a meeting in the near future.

## **13 Annual Provider Review**

Council considered a report on the management response to the HEFCE annual provider review [KCC\_17\_03\_30\_13]. In discussion the following points were noted:

- HEFCE had introduced a new approach to quality assessment in England and Northern Ireland, entitled the Annual Provider Review (APR), which had replaced the periodic institutional reviews organised by the Quality Assurance Agency for Higher Education (QAA). Whilst King's had achieved an excellent outcome in its recent QAA Institutional Review in June 2016, the outcome of the APR had been less favourable in that an area of concern had been identified in student satisfaction. The APR drew on established sources including the National Student Survey results in which King's has not performed well.
- The management response submitted by King's had been detailed.
- Improvements to the NSS outcomes were the key requirement for King's.
- Council was required to take an active part in the assurance declaration as part of the annual submission process and would undertake this in November 2017 with advice from Audit, Risk and Compliance Committee, which would also review the submission prior to consideration by Council.

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

## **PART 6: COUNCIL COMMITTEE REPORTS**

### **14 Council Committee Reports**

#### **14.1 Academic Board**

The Council received a report of the meeting of the Academic Board held on 22 February 2017 [KCC\_17\_03\_30\_14.1].

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

The Council received a report of the meetings of the Audit, Risk and Compliance Committee held on 28 February 2017 [KCC\_17\_03\_30\_14.2].

#### **14.3 Finance Committee**

The Council received the report of the meeting of Finance Committee held on 9 March 2017 [KCC\_17\_03\_30\_14.3].

#### **14.4 Estates Strategy Committee**

The Council received a report of the meeting of the Estates Strategy Committee held on 8 February 2017 [KCC\_17\_03\_30\_14.4].

#### **PART 7: OTHER BUSINESS**

##### **15 Any Other Business**

There was no other business.

#### **PART 8: FOR INFORMATION**

##### **23 Date of Next Meeting**

29 June 2017 at 5.00pm on the Strand Campus, room and building to be confirmed.

Xan Kite  
Director of Governance  
March 2017