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# College Council Minutes – Approved

<b>Date</b>	11 July 2019, 17.00
<b>Location</b>	Bush House (8 <sup>th</sup> Floor), Strand Campus
<b>Present</b>	Lord Geidt (Chair); Baroness Morgan of Huyton (Vice-Chair); Dr Angela Dean; Mr Michael D’Souza; Sir David Foskett; Professor Brian Holden Reid; Ms Ros King; Mr Ahad Mahmood; The Right Reverend and Right Hon. Dame Sarah Mullally; Sir Nigel Sheinwald Mr Andrew Summers; Dr Ian Tebbett, Ms Nhuoc Lan Tu; Professor Evelyn Welch and Professor the Baroness Alison Wolf.
<b>Apologies</b>	Professor Edward Byrne (President and Principal); and Mr Paul Goswell; and Professor ‘Funmi Olonisakin and Professor Reza Razavi (standing attendees)
<b>In attendance</b>	<p><b>Standing attendees:</b> Professor Sir Robert Lechler, Senior Vice President &amp; Provost (Health) Mr Chris Mottershead, Senior Vice President (Quality, Strategy &amp; Innovation) Baroness Bull, Vice President &amp; Vice-Principal (London) Professor Jonathan Grant, Vice President &amp; Vice-Principal (Service) Professor Nicola Phillips, Vice President &amp; Vice-Principal (Education) Mr Steve Large, Vice President (Finance) Mr Robin McIver, Deputy Vice Principal, Strategy, Planning &amp; Analytics</p> <p><b>Secretariat:</b> Ms Irene Birrell, College Secretary Ms Joanna Brown, Governance Manager Ms Xan Kite, Director of Governance Mr Paul Mould, Director of Business Assurance</p> <p><b>In attendance</b> Mr Shaswat Jain, incoming KCLSU President Mr Denis Shukur, Executive Director, KCLSU (<i>for item 3</i>) Ms Jessica Oshodin, Vice President Postgraduate, KCLSU (<i>for item 3</i>) Mr Robert Liow, Vice President Welfare, KCLSU (<i>for item 3</i>) Mr Mohamed Salhi, Vice President – Education A&amp;S, KCLSU (<i>for item 3</i>) Mr Shaurya Vig, Vice President Activities and Development, KCLSU (<i>for item 3</i>) Ms Tessa Harrison, Director, Students &amp; Education (<i>for item 7.3</i>) Ms Bronwyn Parcell, Director of Strategy (Health) (<i>for item 7.4</i>) Mr Nick O’Donnell, Director of Estates &amp; Facilities (<i>for item 7.4</i>)</p>

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## 1 Welcome, apologies and notices

The Chair welcomed members and attendees to the meeting, which marked the last meeting for eight Council members who had reached the end of their membership terms.

Apologies had been received from Mr Paul Goswell.

The incoming KCLSU President, Shaswat Jain, who was attending this meeting as an observer, was welcomed to the meeting.

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## 2 Approval of agenda

Council approved the agenda.

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## 3 KCLSU Sabbatical Officers Report [KCC-19-07-11-03]

The current KCLSU sabbatical officers were in attendance to present their final report to Council. They provided a summary of projects the sabbatical officers had been involved with:

- Accessibility: All sports coaches had now been trained by London Sports and all sports offered through KCLSU were now accessible to disabled students.
- Installation of nap pods at the Franklin Wilkins Building: Requests had been made for student nap pods over several years, and these had been welcomed. They were especially helpful to commuting students at exam time.
- Increasing student engagement: University Challenge had been very well attended and a big success this year.

- Increased election turnout: Improved engagement with the international student body with four international students being elected sabbatical officers which was double the number of two years ago.
- Welcome to King's: KCLSU space and activities had been added to the Welcome to King's program, improving student engagement with the KCLSU.
- International Strategy: KCLSU had worked with the VP (International) on improving employability for students from India.
- Alumni discounts program: The program had been approved in principle at Senior Management Team (SMT) meeting.
- Academic changes: cultural and structural changes would be needed for student representation on academic bodies, and it was hoped that the incoming officers would interact with King's and take this forward.
- Mental health: Resources had been translated into other languages, and research into mental health issues for Chinese students was in progress.
- Lecture capture: Discussions were ongoing, and this was a priority project for two of the incoming sabbaticals. Another project was also underway, on closed captioning of lecture videos.

The KCLSU President introduced the new Student Union Strategy, which had been reviewed at SMT that day and would be submitted to Council at a later date. The new Student Union Strategy was underpinned by research and a comprehensive survey of students focused on what they wanted and needed from their student union. There had been a large number of survey returns, and four main areas had emerged: making connections; a good education; a varied experience; and preparation for employment. The Strategy included objectives and KPIs spread over the coming 1, 3 and 6 years. The incoming KCLSU President looked forward to delivering on the Strategy, which would be the focus of the incoming sabbatical officer team.

The Chief Executive of the KCLSU praised the departing KCLSU officer team on the quality of their submissions to Council, and the closer partnership with the College that they had forged. Students had identified a number of challenges that they expected the KCLSU to address, and there was an awareness among the incoming sabbaticals that these challenges could not be addressed in isolation, and that collaboration with the College would be key to achievement. In particular, where the new Student Union Strategy and Vision 2029 did not converge, discussion would be necessary with the College's management team.

The Chair commended the clear commitment to continuity. During discussion of the student report the following points were made:

- The opening of student space at Denmark Hill had been critically important. The new facilities in Bush House would help in the delivery of the student mandate through its creative and activity spaces. The new social space on the Strand campus had been welcomed and had already been well used, with students now staying on campus longer because there were now things to do and places to go. King's was now in the top quartile for space and facilities in the country, and usage of the activity rooms would be tracked.
- It was thought that the KCLSU would see an improvement in NSS results and the effective representation of student union academic interests as the results of the KCLSU work focussing on individual students started to be seen. It was noted that the KCLSU did not actively promote the NSS which meant that many of the students who were engaged with the KCLSU did not fill in the NSS. It was further noted that adding more student representation to the academic decision-making bodies of the College would provide a higher profile to the academic work of KCLSU.
- The KCLSU was working to encourage better representation of women as sabbatical officers by working to change the culture of what good leadership looks like and encouraging more women to get involved, both in standing for positions and in voting. Women leaders from the NUS (National Union of Students) had been invited to KCLSU run workshops. There were two more women in the incoming team and this campaign was ongoing.

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#### **4 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [KCC-19-07-11-04.1]**

In reference to the Actions Log, it was noted that revolving credit facility had now been completed.

##### **Decision**

That the reports on the Unanimous Consent Agenda, including the minutes of the 11 March 2019 meeting and the 3 June teleconference meeting, be taken as read and noted or approved.

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#### **5 Matters Arising from the Minutes**

There were no matters arising.

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## 6 Report of the Chair

All items were on the Consent agenda.

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## 7 Report of the President & Principal

*Items for Consideration*

### 7.1 Summary Report on Key Issues [KCC-19-07-11-07.1]

The report of the Principal outlined key current issues. The Acting Principal highlighted the growing strength of the applicant pool (Admissions Update); and the 2019 THE University Impact Rankings in which King's had been ranked 5th in the world. The rankings recognise and celebrate the social and economic contribution of universities and these results highlighted King's commitment to Service and social impact. The Acting Principal put on record thanks to the Service team for their leadership in this area.

Discussion of the report focused on the university's failure to renew its bronze race equality charter mark. The institution had been given a year's grace to resubmit with a clearer sense of its achievements. The university's Athena Swan also needed to be resubmitted. Members felt that King's was behind its peer institutions in London, and that it was crucial to reframe the submission and improve. It was acknowledged that the senior management team was not diverse enough in terms of BME or women. There had also been basic problems around data capture and monitoring. It was felt that investment in the new HR system would make a difference in terms of data capture. A range of diversity and inclusion metrics were included on the balanced scorecard, and it could be reported that the attainment gap for BME students was shrinking, though there still remained much to be achieved. The Acting Principal noted that it was the work with staff that fell particularly short, and the Senior Vice President (Operations) noted that one of the commitments made in the recent Stonewall application was a complete revision of recruitment processes. Diversity and inclusion were everyone's responsibility, and in the 'professionalisation' of processes, this should not be forgotten. Council was encouraged to challenge the institution as seriously on diversity and inclusion as they did for its financial out-turns.

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### 7.2 OfS Letter of Financial Sustainability of Higher Education [KCC-19-07-11-07.2]

The Acting Principal introduced the report for Council to note. Council was requested by the Office for Students (OfS) to consider a letter from its Chief Executive on financial viability and sustainability in the context of providing robust forecast information to OfS. It was noted that for a number of institutions there was a significant gap between the student numbers projected and those in the system. This was not the case for King's. Potential risks for King's included visa control and single-country markets.

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### 7.3 NSS, PTES and TEF Results – RESERVED ITEM [KCC-19-07-11-07.3]

The Chair stressed the confidentiality of the subject-level TEF pilot report and that it must not be discussed or disclosed outside of Council. The Vice-Principal (Education) introduced the report for discussion. The Director, Students & Education was also in attendance to assist with any questions. The summary paper on the National Student Survey (NSS) and Postgraduate Taught Experience Survey (PTES) provided analysis and the headline, qualitative feedback. The NSS had been open to all final year undergraduates and the results had been released on 3 July. The final response rate for King's was 68%.

During discussion the following points were raised:

*NSS Results:*

- It had been an encouraging set of outcomes this year, the highest achieved in six years, with scores up in most faculties. However, it was also acknowledged that further improvements could be made.
- As with previous years, the London effect had again been in evidence. Had the Dentistry Faculty performed at its usual high standard, King's would have come out at the top of the London group.
- The biggest improvements had been in organisational management, and in medicine, which was up 14 percentage points in the space of a single year. Geography had also improved considerably as had the Business School.
- Areas of ongoing concern, where scores were down, were the learning community and assessment and feedback.
- It was noted that at the KCLSU question, a large number were selecting the neutral option. It was thought that the positioning of the question had perhaps had an effect on the results.
- Satisfaction gaps had narrowed for some groups but had widened for disabled students and a specific piece of work would be commissioned to examine that.

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- The two faculties that did not do well were Dentistry and Nursing. Dentistry had received a massive drop in scores due to very specific challenges related to the refurbishment of one of the floors occupied by students in clinical practice which had resulted in a temporary shortage of clinical chairs. It was noted that Dentistry had a long history of doing well in the NSS student satisfaction scores, and while there would be a full examination of what other issues might be, it was expected that this year was an anomaly. Nursing was a different situation. There were long-standing issues, and although a lot of work had been done in the last year around student placements this had not greatly impacted the student satisfaction scores and was clearly not the only factor that needed attention.
  - The Director, Students & Education commented that a real step change could be seen in the last 12 months in terms of academic leadership taking student satisfaction much more seriously. The Students & Education department had carried out a function review to set clear KPIs and targets around process improvements and service. It was possible that one of the factors that had impacted the Dentistry scores was the application of more rigour and consistency in processes. It could be that a change from more laissez-faire attitudes was viewed negatively by students.
  - It was suggested, during discussion, that there could be a relationship between the satisfaction of students and the satisfaction of staff. There had been focussed deep engagement with staff in local areas as part of the process.

*PTES Results*

- It was interesting to look at the PTES results alongside the NSS results. For example the Dentistry PTES results were good which would seem to validate the NSS score as a one-off. Regarding the KCLSU, the PTES scores highlighted an enormous difference between faculties, and it was suggested that this might be worth investigating.
- Finally, it was suggested that on questions where it could be seen that King's had an issue, it would be helpful to have more specific benchmarking. The Vice President and Vice-Principal (Education) confirmed that there would be comparative data from other institutions later in the summer and that this analysis was already planned.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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#### 7.4 Capital Planning Working Group [KCC-19-07-11-07.4]

The Deputy Vice Principal (Strategy, Planning & Analytics) introduced the report which outlined progress from the Capital Planning Working Group (CPWG) on the development of the medium-term capital plan supporting Vision 2029. The Director of Strategy (Health) was also in attendance to assist with any questions, as she would soon be assuming responsibility for this work area. The CPWG was formed earlier in 2019 to understand the capital consequences of the academic strategy, and to consider related issues of finance, risk and affordability. The long-range plan had to rely very heavily on operational performance. To create a sustainable pot for investment, operating surpluses of at least 6% needed to be generated. This had not yet been achieved and consequently remained the major management focus over the next three to five years.

Ultimately, capital needed to be financed from operating surpluses. Key drivers to delivering productive improvements carried different levels of risk:

- [REDACTED]
- [REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

During discussion the points raised included:

[REDACTED]

- The Finance Committee Chair commended the report as being clear and factual. He noted the track record of successive years of not meeting targets and the Council Away Day conclusion, to consider investments on a balance basis. The Vice President (Finance) advised that a plan would be put to the next Council meeting addressing three questions: can it be delivered; how would it be financed; how would it impact strategy.

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#### 7.5 USS Pension Consultation Response [KCC-19-07-11-07.5] (*PRIVATE & CONFIDENTIAL*)

The Vice President (Finance) introduced the report which requested that the Council approve the proposed consultation response on the latest developments regarding the USS pension for submission to Universities UK (UUK).

[REDACTED]

##### Decision

That the consultation response for submission to UUK be approved.

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#### 7.6 Bush House Report

The Acting Principal presented a verbal update on Bush House. During the official opening of Bush House in March, a number of King's students had been denied campus access. An independent review had been set up to understand how the decisions to deny access were made and to examine their compliance with our policies and processes. A comprehensive report had been published on 4 July 2019, which made clear that the actions taken with respect to these students were wrong and did not meet King's values. The findings and recommendations had been accepted in full and a plan would be developed in consultation with the university community to address all the issues that had been raised.

The set of decisions made over a 24-hour period alluded to a wider set of contextual issues, many of which went back to the previous years' strikes. The recommendations had been accepted, bearing in mind that the most serious breach was that of a breach of trust between King's and its students in providing names to the Metropolitan Police Service in a way that did not meet the requirements of the law on protection of personal information. Students had rightly been shocked by this breach, and the university was now focused on creating a spirit of reconciliation with the aim of the broader student community having confidence in how King's operationalised its values. There would be tripartite working between the KCLSU, Estates & Facilities, and SMT. It was recognised, also, that community-facing staff felt they were put in a difficult position - expected to deal with passionate student engagement on social issues while being expected to see to the safety and security of the College and its members. Some of those staff on the Strand had felt let down by the College in the face of recent protests and had expressed concerns about their own safety.

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The KCLSU President reported that the recent SMT meeting at which the report had been discussed and which had been attended by the sabbatical officers had been helpful. The students impacted had been clear that they did not blame the community facing staff, and did not want them to be affected by this. However, there would not be an easy reconciliation. He stated that it needed to be recognised that the events and ensuing report and recommendations would cause a lot of division, and this would have to be well managed. It was suggested that a key element of the upset was that the apology should have happened immediately rather than waiting until the report was produced.

The Chair commended the nature of the engagement that had begun with the students. Another member pointed out that reconciliation did not necessarily mean agreement, but rather respect for one another in the face of deeply held disagreements. A lot of work had been done on freedom of expression, and it was likely that work was needed on how that filtered down to all levels of the institution. It was noted that term had broken up for this academic year, and that when students returned in September the consultation and reconciliation processes would continue.

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## 8 Reports of the Committees

### 8.1 Academic Board [KCC-19-07-11-08.1]

*Items on Consent (all noted)*

- (i) Retirement Policy Workshop
- (ii) International Strategy
- (iii) Board Operations and Elections
- (iv) Principal's Report
- (v) Programme Architecture
- (vi) Postgraduate Taught External Examiners Overview Report

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### 8.2 Report of the Governance and Nominations Committee [KCC-19-07-11-08.2]

*Items for Consideration*

Dr Angela Dean, Chair of the Governance and Nominations Committee introduced the report.

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#### (i) **New Council and Committee Members**

Council noted the appointment of three new members of the Investment Subcommittee, approved by the Finance Committee at its meeting of 13 June 2019, all with effect from 1 August 2019:

Mr Mouhammed Choukeir  
Mr Gary Greenberg  
Mr Nick Wood

#### **Decision**

That the following appointments of independent members of Council and Committees be approved:

*Council – for the term 1 August 2019 to 31 July 2022*

Mr Paul Cartwright  
Sir Jon Coles  
Sir Ron Kerr  
Ms Clare Sumner

*Council – for the term 1 August 2020 to 31 July 2023*

Mr Vivek Ahuja

*Chair, Audit, Risk & Compliance Committee for the term 1 August 2019 to 31 July 2022*

Mr Paul Cartwright

*Estates Strategy Committee – for the term 1 August 2019 to 31 July 2022*

Mr Stephen Clifton  
Mr Michael Creamer  
Mr Stephen Hughes

*Finance Committee – for the term 1 August 2019 to 31 July 2022*

Ms Beatrice Devillon-Cohen  
Mr Philip Keller  
Ms Isabel Neumann  
Ms Nicky Richards

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#### (ii) **Academic Board Revised Terms of Reference**

#### **Decision**

That the proposed revised terms of reference of the Academic Board, effective 1 August 2019, be approved.

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- (iii) **Proposed Statute Amendment**  
Members had until 16 July to let the Secretariat know whether they approved the proposed Statute amendment in order to meet notice requirements. There would then be a second round of approvals (required by the current Statute provisions). Members acknowledged this and affirmed their support by a vote at the meeting.

**Decision**

That the proposed amendments to the College Statute related to the appointment of an acting or interim principal, as outlined in the report, be approved.

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- (iv) **Ordinances E1, E2 and E3**

**Decision**

That the procedures to implement Ordinances E.1, E.2 and E.3, which concern the appointment, disciplining and dismissal of the President & Principal, the College Secretary and the Dean, be approved.

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**8.3 Report of the Estates Strategy Committee [KCC-19-07-11-08.3]**

*Items on Consent (all noted)*

- (i) *Estates Capital Working Group*
  - (ii) *Overview of Estates and Facilities Matters*
  - (iii) *Wider Health Care Development Update*
  - (iv) *152-158 Strand*
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**8.4 Report of the Finance Committee [KCC-19-07-11-08.4]**

*Items for Consideration*

Mr Michael D'Souza, Chair of the Finance Committee, introduced the Finance Committee report.

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(i) **Draft Budget**

The Vice President (Finance) presented the Draft Budget and stated that it reflected the Away Day discussions. It was not the full budget needed but was the budget that could be delivered.

The Chair of the Finance Committee added that the Draft Budget was set at a similar amount to the previous year and had been set through a top down process. There would be more data to draw on for the next year and it was intended that next year's budget setting process be a mixture of bottom up and top down, which would assist in obtaining buy in from deans and others who might not have had input into the budget.

**Decision**

That the draft budget 2019/2020, be approved.

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(ii) **London Institute of Healthcare Engineering**

The Vice President (Finance) presented the Outline Business Case which set out the opportunity for King's to create a flagship Institute in Healthcare Engineering at the St Thomas' site. The Finance Committee had approved the proposals at its June meeting, with two conditions as set out in the report. Accepting the award meant meeting tight deadlines and committing to an £800k expenditure to move forward in a managed way to the next decision point.

**Decision**

That the UKRPIF funds (£16m) be accepted and that expenditure of £800K, to establish the business case for the proposed flagship Institute in Healthcare Engineering at the St Thomas' site, be approved.

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(iii) **Strategy and financing update report**

This report was noted as presented.

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*Items on Consent (all noted)*

- (iv) *Management Accounts*
  - (v) *Commercial ventures update*
  - (vi) *Augar Review*
  - (vii) *Pensions Update*
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**8.5 Report of the Audit, Risk & Compliance Committee [KCC-19-07-11-08.5]**

*Items on Consent (all noted)*

- (i) *Internal Audit Work*
  - (ii) *Internal Audit Work Plan 2019-20*
  - (iii) *External Audit Plan 2018-19*
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- (iv) *Enterprise Risk Management*
  - (v) *Compliance Management*
  - (vi) *Risk Topics:*
    - The King's Business School*
    - The Size and Shape Model*
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*All staff members other than Professor Holden Reid, Baroness Wolf and the College Secretary left the room for the following item.*

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**8.6 Report of the Remuneration Committee – RESERVED ITEM [KCC-19-07-11-08.6]**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**9 Any Other Business & Adjournment**

Staff and staff members returned to the meeting room and the Chair presented a gift to the outgoing KGLSU President, in appreciation for his time and contributions to Council.

The Chair declared the meeting adjourned at 19:30pm.

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**Irene Birrell**  
College Secretary  
July 2019