

College Council Minutes - Approved

Date	26 November 2019, 17.00
Location	Robin Murray Rooms, IoPPN, Denmark Hill Campus
Present	Lord Geidt (Chair); Dr Angela Dean (Vice-Chair); Professor Ed Byrne; Mr Paul Cartwright; Sir Jon Coles; Mr Michael D'Souza; Mr Paul Goswell, Mr Shaswat Jain; Sir Ron Kerr; Ms Ros King; The Right Reverend and Right Hon. Dame Sarah Mullally; Sir Nigel Sheinwald; Ms Clare Sumner; Professor Guy Tear; Ms Kat Thorne; Dr Susan Trenholm; and Professor Evelyn Welch.
Apologies	Ms Nhuoc Lan Tu Professor 'Funmi Olonisakin (standing attendee)
In attendance	<p>Standing attendees: Baroness Bull, Vice President & Vice-Principal (London) Mr Steve Large, Vice President (Finance) Professor Sir Robert Lechler, Senior Vice President & Provost (Health) Mr Chris Mottershead, Senior Vice President (Quality, Strategy & Innovation) and Interim Senior Vice-President (Operations) Professor Nicola Phillips Vice-President & Vice-Principal (Education) Professor Reza Razavi, Vice President & Vice-Principal (Research)</p> <p>For specific items on the agenda: Ms Annabel Chalker, Director, Corporate Communications (for Item 6.3) Ms Maxine Taylor, Director, UK & International External Relations (for Item 6.3)</p> <p>Secretariat: Ms Irene Birrell, College Secretary Ms Joanna Brown, Governance Manager Mr Paul Mould, Director of Business Assurance</p> <p>In attendance Mr Vivek Ahuja, Council Member from August 2020 - observing</p>

1 Welcome, apologies and notices

The Chair welcomed members and attendees to the meeting, with a particular welcome to new members for whom this was a first meeting: Sir Jon Coles; Ms Clare Sumner; Ms Kat Thorne; Dr Susan Trenholm; and Professor Guy Tear.

2 Approval of agenda

The Chair highlighted the reserved items on the agenda and reminded members that these should not be disclosed or discussed outside of Council.

The Chair noted that item 7.2(iii) – Annual Report of the Audit, Risk and Compliance Committee should be marked as “for approval” rather than “to note” in order to accord with the new Office for Students (OfS) requirements. Council approved the agenda as amended.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [KCC-19-11-26-03]

The Chair noted that item 6.4 under the Principal's Report, Annual Report on Health and Safety, had been removed from the consent agenda by request and would be discussed in more detail at the next meeting.

Decision

That the reports on the Unanimous Consent Agenda, including the minutes of the 11 July 2019 meeting, and excluding item 6.4, be taken as read and noted or approved as set out in the papers.

4 Matters Arising from the Minutes

There were no matters arising.

5 Report of the Chair

Report on Chair's Action (Reserved)

The Chair reported on two decisions taken under Chair's Action since the previous meeting of Council:

- Approval of legal documentation relating to a legacy to the College.
 - Approval of a provisional commitment of future expenditure related to a philanthropic gift for a capital project. Should the project go ahead, King's would make a budgetary contribution to the cost of the project.
-

6 Report of the President & Principal

Items for Consideration

a) 6.1 Summary Report on Key Issues [KCC-19-11-26-06.1]

The report of the Principal outlined key current issues. The Principal provided the following comments on his report:

- The Principal's annual 'State of the University' report would be presented early in the new calendar year.
 - King's was in a good overall position in the recently published Times Higher Education subject rankings: 18th in Education; 23rd in Law; 17th in Medicine; 24th in Arts & Humanities; 35th in Life Sciences; and 38th in Social Sciences
 - The university's new policies and collaboration with the KCLSU on Freedom of Expression and no platforming had been tested for the first time at a recent event, at which there had been a speaker from the Israeli Defence Forces. The KCLSU President had been key in achieving a reasonably calm atmosphere, and actively encouraged his colleagues to allow freedom of speech.
 - Most Russell Group Universities had voted for industrial action. That King's had not could be seen as a reflection of the concerted efforts over the last 18 months to improve relationships with the staff and engage more directly on key issues. Those efforts needed to continue. However, it was noted that there could be a call for more industrial action in the new year.
 - Regarding the Capital Working Group update, Council could be reassured that the commitment to the 4% surplus was firm. Processes were in place to achieve it, with sign off scheduled for the end of the year. There had also been progress on the sale of estate at Canada Water, and a proposition would be submitted to the Estates Strategy Committee in due course.
 - The Director of Public Affairs & External Insight and the Director of UK and International External Relations were working with the Principal and other senior leaders on an engagement strategy to help support the effective positioning of King's going forward post
-

the December election. A report from the Flint Global Group supported the position King's was taking.

- PLuS Alliance was progressing well and discussions with Pearson to develop a business model at scale for online education were concluding. The PLuS engineering program in London would deliver a small surplus in the near future.
- The Principal reassured Council that none of the university projects being done in China were deemed politically contentious as they were exclusively around health and medical research. A more in-depth report would be provided to the Council in due course.
- With regards to the Equality and Human Rights Commission (EHRC) report into racial harassment at UK universities, the Principal emphasised that the university took bullying incredibly seriously, and that a whole series of processes were being refined in order to best manage any discrimination.
- There had been a very successful set of events for Black History Month. Currently, 51% of the student population at King's was BME. It would soon be disability month and a series of events were scheduled around that theme.
- 2018-2019 had been a very successful year for the Georgian Papers Programme and funding had been extended for this important project.
- Staff updates: The Principal reported that: Steve Large had been appointed as Senior Vice President (Operations), and that Chris Mottershead would remain in the interim role until the end of March, to help the transition. It was likely that an interim appointment would be made for the Vice-President (Finance) role. Professor Sir Robert Lechler would be retiring and a search was underway for his successor. The Rt Revd and Rt Hon Dame Sarah Mullally, Bishop of London, was assisting in the search for a new Dean.
- Notice had been received that the university has been awarded The Queen's Anniversary Prize for leading work in biomedical engineering

Members discussed the balanced scorecard, which they had requested be a regular feature of the Principal's report. On the surface the latest figure for the National Student Survey scores seemed disappointing but was in fact a reflection of a one-off situation in the Faculty of Dentistry, Oral and Craniofacial Sciences where there had been construction work for much of the year, and a turnaround in scores was expected this year. The BME attainment gap number was coming down, in line with university ambitions. The most up to date balanced scorecard figures would be available in January 2020. A number of the figures would update only annually.

It was noted that there were no numbers in the balanced scorecard on space utilisation. It was acknowledged that space utilisation was a crucial issue and it was expected that figures would be available for the March meeting of Council. The Provost (Health) reported that Estates colleagues were helping to look into the dynamic use of research space in relation to sustainable grant income, and teaching space and hot desking were also being analysed.

It was suggested that as some of the scorecard numbers did not change regularly, a deep dive on one of the red factors would be a useful exercise to help Council members gain a deeper understanding of the figures. In order not to overload the senior team, it was agreed that this would align with work agendas set by the Revenue & Expenditure Review Committee.

The Chief Finance Officer clarified for the new members that the numbers for the surplus target needed to be refreshed to reflect the new financial plan, to 4% by 2023, and 6% by 2029. It was also clarified that these numbers were reflective of the major investments that had been made in the last few years, along with the fact that domestic student fees had been frozen for three years. It was foreseen that finances would be stronger year on year, particularly when significant third-stream

businesses were on-line. The next Finance Committee meeting would be looking at the productivity improvement plan in more detail and putting some more metrics around that.

6.2 Office for Students (OfS) Compliance Matter [KCC-19-11-26-06.2]

The College Secretary reported that, in a letter dated 21 October 2019 to the Chair of Council, the university received notice that it was one of 250 HE providers that had failed to pay the annual fee to the designated quality body (the QAA) by the required deadline. The letter stated that failure to pay such fees by established deadlines was a breach of a condition of registration and noted that “a breach of condition, even because of lateness, allows the OfS to take enforcement action.”

In this instance, the OfS determined that it would not reach a formal regulatory finding against the institutions involved, recognising that theirs is a new regulatory regime with which institutions are not yet fully accustomed. Rather, the OfS would require the governing body of each institution to have a discussion as to the cause of the missed deadline and steps taken to prevent a recurrence. Further, the OfS must be provided with a copy of the minute of the discussion to prove that it has taken place.

For King’s, in previous years, the QAA had sent its invoices to a named institutional contact in the Students & Education Directorate. This year, an invoice for £12,386, which was due to be paid on 10 June 2019, was sent to “King’s College London Strand LONDON WC2R 2LS England”, the official corporate address of the university as recorded on the OfS register. It is not known where that original invoice ended up, but it was not received in Accounts Payable. (This is all the more curious because a separate invoice from the QAA for a different payment was issued on 9 July 2019, sent to the correct address and paid well ahead of its deadline.) On 10 July 2019, the Principal received a letter noting that the invoice was unpaid. A Purchase Order was raised on 15 July 2019. Delays within the KFIN system meant that payment was finally issued on 24 July 2019. In conversation with the College’s institutional contact subsequently, the QAA staff contact indicated that they were satisfied with the outcome.

Discussion with colleagues at other institutions would seem to indicate that King’s experience was not unique and that there were similar problems with lost invoices across the system.

The Executive have taken the following steps to ensure this does not recur:

- (a) QAA has been advised that it should continue to send invoices to the appropriate office in the university and that address has been confirmed with them.
- (b) An OfS Oversight Committee had been established to: map all of the annual requirements and reports needed to fulfill conditions of registration, develop a compliance calendar, and assign responsibility for meeting the requirements across the institution. The committee is chaired by the College Secretary and includes representatives from: Business Assurance; Corporate Communications; Diversity & Inclusion; Analytics; Health & Safety Services; IT; Student Conduct & Appeals; Assessments, Boards & Awards; Admissions; SED; Widening Participation; Quality & Academic Support; and Finance.
- (c) The Office of the College Secretary will be added to the generic corporate address on the OfS register and any communications received in the Principal’s Office (as the Accountable Officer) will be forwarded on to the College Secretary.

A member expressed concern at the considerable resource that would be engaged in the oversight committee in response to what was, in fact, a minor matter. The College Secretary noted that the decision to establish the committee had been taken before the letter had been received in order to establish ‘business as usual’ processes to manage the ongoing requirements of the new Regulator. Over time, it was expected that the activity of the oversight committee would lessen and be focused on exceptional issues.

The Chair of Council and the President & Principal expressed concern about what appeared to be a very heavy-handed approach by the Regulator, out of step with the ‘light touch’ they had claimed

would be the norm. The Principal noted that the matter was under active discussion by the Russell Group and would likely be raised with the Minister.

6.3 External and Internal Engagement Strategy [KCC-19-11-26-06.3]

Council received a report which set out an external and internal engagement strategy for King's for the next three years. The Director, UK & International External Relations and the Director, Corporate Communications presented the new strategy which focused on integrating internal and external communication, and reputation management. The whole community would need to be engaged to build the brand and reputation. Steps had already been taken, and more were to come, to streamline the myriad of newsletters and announcements produced across the campuses.

The Director, UK & International External Relations would be operationalising the strategy. The core issues included: capability in a fragmented environment; forward planning; the operating model, using the network of communication professionals already King's; enabling tools, for example social media; building internal engagement; brand promotion and being explicit about some of the things King's stands for, using tools such as stories on the web, and strategic events like the recent interview with Hillary Clinton, which would externally define King's.

During discussion the following points were raised:

- The integration of teams of people across the institution would help to equip leaders as more effective communicators. However, it was not possible to effectively channel messaging with current methodology and resources, and there were hopes for the new HR system as a useful tool.
- Council noted the good progress made and agreed that the holistic view was critical. Some central editorial control was needed if King's, as a whole, was to be clear about what it stood for. It was noted that doing less but doing it clearly would be more memorable, with the Hillary Clinton event as an example of this. A member commented that the strategy before Council was billed as a three-year plan but read as if everything was to be attempted in one year and was perhaps too ambitious. More targeted, thematic thinking, with clear KPIs could be more effective.
- It was suggested that thought might be given to issues that could perhaps best be dealt with collectively in collaboration with other universities.
- In terms of crisis management, the Director, Corporate Communications stated that being engaged in processes at an earlier point and receiving advance notice of policy changes had better enabled her team to scenario map. The Marketing and Communications teams should be seen as strategic partners.
- There was agreement that internal student engagement with the strategy would be important for its success.
- Finally, a request was made for media scanning, and that if any Council member was mentioned anywhere in the media to advise them accordingly.

The Director, Corporate Communications and the Director, UK & International External Relations were invited to report back to Council next autumn term (2020).

6.4 Annual Health & Safety Report 2018-19

As agreed at Item 3 (Unanimous Consent Agenda), this report was to be brought back to the next meeting of Council for discussion.

7 Reports of the Committees

7.1 Report of the Finance Committee [KCC-19-11-26-07.1]

The Chair of the Finance Committee introduced the report and reminded Council of its legal obligation to prepare financial statements. Finance Committee could assure Council that the financial statements were being managed appropriately and with integrity: there was a clear delegation of responsibilities, there was an independent audit function overseen by the Audit, Risk and Compliance Committee, and the financial statements were subject to external audit by KPMG. It was clear that the accounts met all of the legal requirements, were a true record of the university's finances, and met the requirements of the Office for Students (OfS).

(i) Financial Statements 2018-19

The Chief Finance Officer (CFO) stated that the accounts from last year had been dominated by the USS pension issue and at first glance might look quite daunting. All universities had had to make provision for the deficit in the USS pension scheme, but it was a deficit based on the controversial and disputed 2017 evaluation and recovery payment plan. A new recovery plan had been put in place post 31 July 2019 but this year's statements were required to state liabilities as at the balance sheet date and the university had a contractual obligation to pay this amount if demanded. Therefore, there was a charge reflected in this year's statements of £59M, which meant that next year's statements would also be affected with a large credit of £108M when the university writes back the difference. The CFO acknowledged that this made it difficult to discern the underlying financial position, but he could confirm that it was in line with budgets and forecasts once everything was taken into consideration.

During discussion the following points were raised:

- University finances would be big news because so many of the big Russell Group universities would have similar outcomes, and this was expected to be sensationalised by the media. It would be key for the stakeholder communications to be clear that the cash outcome for the year was the number to focus on. Pensions were of huge concern to staff and students and members stressed how crucial it was that communications to all stakeholders be absolutely clear about the contractual obligation for the recovery plan and the use of funds. The university had taken the most conservative approach by taking the whole cost this year. The next evaluation was due in 2020.
- The main measure of financial performance was cash generation. The cash target for the year, a modest £15M, was low because of decisions that had been taken for significant investment in the last few years, including investment in shorter-life assets such as the IT infrastructure, which depreciate at a faster rate. Some of the investments would start to pay off in the next few years. The target of an operating surplus of 4% was what was needed to maintain the existing infrastructure, and this would be achieved through both revenue growth and productivity gains. It was acknowledged that operating margins were thin, but the investment over the last few years had been considered crucial to forward planning, and consequently the institution was more resilient than it had been five years ago.
- The Chair of the Audit, Risk and Compliance Committee (ARCC) assured Council that he had no concerns in relation to the financial statements. The interaction with the auditors had been good and the new finance system was working, and the points made about the narrative at the ARCC meeting had been addressed. ARCC supported the view of the Finance Committee in approving the accounts and the accompanying external auditors' management letter.
- There was a query over the 20 percent increase in the number of staff paid £100K. This had largely been due to the professorial staff pay equity review which had

proactively appraised every single professorial appointment. It had been found that in the main, inequities had been due to length of service.

- A member suggested some minor changes to the financial statements in order that sustainability numbers reflect the most up-to-date sustainability report. The CFO said that this would be followed up with the auditors following the meeting, but that it might be too late to make such changes at this point.

Decision

That the Financial Statements for the year ended 31 July 2019, be approved.

(ii) **Forecast Return to Office for Students**

The Chair of the Finance Committee presented the Forecast Return to the Council for approval. He noted that in previous years the Finance Committee had had delegated responsibility for the formal sign-off of the return to the Treasurer, but the OfS now required sign off by Council.

The Chief Finance Officer stated that in addition to this being the first year that Council had to directly sign off on the Forecast Return, it also included a submission that used to be a management return, but that must now be seen and approved by Council in order to comply with new OfS requirements. The Forecast Return reflected what Council had already seen regarding growth and development and planned surplus. Council were informed that the OfS would focus on financial sustainability; credibility of student enrolment projections, particularly that predictions around international student numbers were credible, and plans for costs/income assumptions should projections not be met. Council were reminded that the OfS viewed itself as a consumer protection body, with a primary focus on protecting the interest of students.

A more in-depth briefing from the Chief Finance Officer was requested for new members.

Decision

That the Forecast Return be approved by Council, restated in the format required for submission to the Office for Students.

(iii) **Productivity Improvement Plan**

Council received a report from the Finance Committee on the Productivity Improvement Plan. The Chair of the Finance Committee updated Council that the Finance Committee had requested more metrics. There would be a more detailed report forthcoming.

(iv) **Financing the Capital Plan**

Council received an update on Financing the Capital Plan. It was noted that there would be a more detailed report at a future meeting.

(v) **KHP Joint Venture and Fund with Guy's and St Thomas' NHS Foundation Trust**

Council received a report from the Finance Committee on the KHP Joint Venture. The Chair of the Finance Committee reported that the Head of Strategic Partnerships KCL & GSTT had agreed to provide non-executive Council Members a briefing on the joint venture, and a report would be put to a future Council meeting on that basis.

(vi) **Update on Pay and Pension Matters**

Council received and noted a report from the Finance Committee.

(vii) **Treasury Management**

Council received and noted a report from the Finance Committee.

The remaining items of the Finance Committee report were noted with the Consent Agenda

7.2 Report of the Audit, Risk & Compliance Committee [KCC-19-11-26-07.2]

The Chair of the Audit, Risk & Compliance Committee (ARCC) introduced the reports and the Vice President (Finance) was present to assist with questions. The Chair of ARCC commended the first three items to Council for approval.

(i) External Audit Report and Management Letter of Representation

Decision

That the External Auditors' Report for the year ended 31 July 2019 and the accompanying management letter of representation to the external auditors be approved.

(ii) Annual Statement Regarding the Prevent Duty

The Chair of ARCC commended the in-depth work that had gone into this report.

Decision

That the Annual Prevent Statement for the year ended 31 July 2019 be approved.

(iii) Annual Report of ARCC

It is a requirement of the OfS Terms and Conditions of funding that an institution's audit committee produce an annual report for the governing body and the accountable officer which must be presented to and reviewed by the governing body before the audited financial statements are signed. The Chair of ARCC stated that his predecessor had led an extremely productive year, and that he would continue to work on the enterprise risk framework, assurance around change methodology, and assurance around the process that would lead to achieving the 4% surplus. Members of the ARCC reviewed their annual report and approved it for submission to the Council.

Decision

That the Annual Report of ARCC be approved.

(iv) Annual Report of the Director of Business Assurance

Council received and noted this report from the Audit, Risk and Compliance Committee.

Items on Consent (all noted)

- (v) Internal Audit Update
- (vi) Compliance Report
- (vii) Enterprise Risk Management Update
- (viii) Risk Presentation and Discussion: The International Strategy

7.3 Report of the Academic Board [KCC-19-11-26-07.3]

The Chair of the Academic Board introduced the report, which requested consideration from Council on three items. The new Board structure was so far a success, with rich discussions developing.

(i) Office for Students – Conditions of Registration

The report provided clarification of the ongoing conditions being monitored, confirmation of conditions that had not changed, confirmation of meeting new conditions and an update on conditions that may have changed since the initial registration process.

Decision

That the report providing updates on the OfS conditions of registration be approved.

(ii) Election of Council Members from Academic Board – Approval of Process

The Principal and Chair of the Academic Board reported that in the past staff members of Council had not been elected. The recent election of staff members of Council from within Academic Board membership by Academic Board members was a positive development. There were three elections in order to fill the three categories required: senior academic staff, junior academic staff and professional staff. The Academic Board approved the process on 9 October and the election had subsequently been held in order that the new members were elected in time to attend the November 2019 meeting of Council.

Decision

That the process for the election of members of Academic Board to Council, as set out in Annex 2 to the report, be approved for insertion into the Standing Orders within the Ordinances.

(iii) Portfolio Simplification Update

The Vice President & Vice-Principal (Education) provided background observations to the paper received by Council. The numbers within the report were a reflection of recommendations already approved by the Academic Board, as well as recommendations being put to the Academic Board at its December meeting. Much progress had been made, however Arts & Humanities required a little more time given the scale of their portfolio of modules. The figure for discontinuation was expected to rise to at least 40%. The next meeting of the Curriculum Commission was in late January and a full report would be brought to the April meeting of Council. The challenge now was to realise the aim and the promise of portfolio simplification, which was first and foremost about the academic and education strategy, and clearing the space needed to create different types of opportunities for King's students. The Strategy, Planning & Analytics team were already modelling likely impact on teaching time, staff time, and teaching space. The impact would be considerable, and it was believed that the benefits expected at the start of the exercise would be mainly met or exceeded. The challenge then would be to ensure that there was no reversion to old ways, and for that governance and management processes would be put in place. The VP (Education) asserted that it was hard to overstate what an achievement this was for the institution as a whole. She commended the collective and collegial decision making, and the way the institution had risen to the challenge, with particular acknowledgement of the leadership of the Executive Deans and their teams. Great credit was due to everyone who had been a part of the process. It had taken 18 months to get this far and would be about two years' worth of work once completed.

The Principal commended the outstanding leadership around this piece of work. During discussion the following points were noted:

- There were no foreseen impediments to completion. The Academic Board was satisfied regarding due process and quality of work. There was still work to be completed within Arts & Humanities, which had a very large portfolio of modules.
- The challenge would be in ensuring that the productivity gains in both people and estate from this intense and challenging process were realised. There would need to be systems to support the new emphasis on interdisciplinarity and creative curriculum development.
- Many of the changes had already taken effect, and all of the decisions would be implemented by the end of the three-year term to ensure that students in programme were able to complete, and also to allow time for reconfigured, combined programmes to be fully developed.
- The risk to future enrolment had always been at the forefront of consideration. The modules being discontinued had very small numbers of students on them and it was strongly believed that the new module offers would attract those who might have applied to a discontinued program. The VP (Education) was confident that this risk had been managed very effectively.

7.4 Report of the Governance & Nominations Committee [KCC-19-11-26-07.4]

The Vice-Chair of Council, who had chaired the meeting that engendered the report, presented two items of business for Council approval and four items for Council discussion from the last meeting that she had chaired.

(i) Selection Process for the President and Principal [RESERVED]

This reserved item was discussed in the in-camera session at the end of the meeting.

(ii) Revised Publication Scheme for Council and Committee Documents

The Vice-Chair explained that the changes to the publication scheme for Council and committee documents were intended to meet the requirements of the Freedom of Information Act. Certain documents would continue to be excluded from automatic publication on the grounds of personal data or commercially sensitive matters. This, of course, would not preclude these documents being subject to FOI requests which would be dealt with on their merits. The new scheme was proposed to be introduced from January 2020.

Decision

That the recommendations with respect to publication of Council and committee minutes and papers, be approved.

(iii) Annual Review of Council Effectiveness

The Council noted that the new Chair of GNC would work with the College Secretary on the annual review of Council effectiveness for 2019-2020, which would take the form of a simple questionnaire. There would be no external facilitation this time.

(iv) Senior Team Succession Process

This reserved item was discussed in the reserved session at the end of the meeting.

(v) Key Performance Indicators/Balanced Scorecard

While the KPIs had been agreed by Council some time ago, they had not been discussed at Council for some time. It had been agreed that the Balanced Scorecard should be attached to the Principal's Report provided to each Council meeting, and that there should be a scheduled explicit discussion of the KPIs at least twice per year. Council noted that there would be a full discussion of the KPIs/Balanced Scorecard scheduled for the January meeting of Council.

(vi) Away Day and Meeting Content

Council was asked to note that the next Away Day was scheduled for September 2020. The Governance & Nominations Committee proposed two topics: Capital spending and rank ordering of priority; and key social issues impacting the university, such as environmental sustainability and decolonizing the curriculum. It was proposed that an external, sector-leading speaker be engaged for the Away Day, and that the Deans be invited to join Council at the working dinner the evening before. It was noted that sustainability could be treated as a broader topic to include, for example, economic sustainability.

8 Report of the KCLSU President

Items for Consideration

8.1 KCLSU Report

Council received the standing report of the President of the KCLSU, which was taken as read.

8.2 KCLSU Memorandum of Understanding (MoU)

Council received the KCLSU Memorandum of Understanding (MoU). The MoU set out Heads of Agreement on issues of common concern for the College and the KCLSU and provided the framework for the working relationship between the two organisations. The Chair commended the MoU as demonstrating significant work done between KCLSU and the university. The KCLSU President noted that the MoU would be helpful as KCLSU and the university focused on areas of

mutual interest in the KCLSU strategic plan. The President & Principal commended the MoU work as inspirational and agreed the critical importance of the shared objectives.

Decision

That the revised Memorandum of Understanding between King's College London and the King's College London Student Union, be approved.

9 Any Other Business

There being no other business for the regular session, the meeting adjourned to the reserved session.

10 Reserved Items

10.1 Senior Team Succession Planning

The President & Principal reviewed anticipated changes to the membership of the senior executive team that would occur in the next several years.

10.2 Selection Process for the President and Principal

Council reviewed the proposed timeline and panel for the selection process for the next President and Principal of King's.

Decision

That the membership of the selection panel for the President and Principal be as follows:

Lord Geidt, Chair of Council (Chair)

Dr Angela Dean, Vice-Chair of Council

Sir Ron Kerr, Independent Member of Council

Ms Lan Tu, Independent Member of Council

Mr Shaswat Jain, President, KCLSU

Professor the Baroness Alison Wolf, Staff Member

10.3 Report of the Remuneration Committee

Council received the annual report of the Remuneration Committee which would be published on the university's website in due course.

11. Adjournment

The meeting was adjourned.

Lord Geidt

December 2019