











King's College Council - 2 April 2020






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2 April 2020 17:00 - 2 April 2020 19:30

AGENDA

#	Description	Owner	Time
1	Welcome, apologies and notices	Chair	
2	Approval of agenda  KCC-20-04-02-02 Agenda 2 April 2020.pdf 5	Chair	
3	Unanimous Consent Agenda, including:  KCC-20-04-02-03.1 UAC.pdf 7	Chair	
3.1	Minutes of the Previous Meeting  KCC-20-04-02-03.2 draft 30 Council minutes.pdf 9		
3.2	Actions Log  KCC-20-04-02-03.3 - Actions Log.pdf 19		
4	Matters arising from the minutes	Chair	
5	Report of the Chair	Chair	
	See the Consent Agenda for all items (all to note):		
5.1	OfS Widening Participation Access Monitoring (to note) On the Consent Agenda  KCC-20-04-02-05.1 Monitoring_Report_for_Council... 23		
5.2	Fellows Dinner 2020 postponed (to note) On the Consent Agenda	Chair	
6	Report of the President & Principal		
6.1	Summary Report on Key Issues (to note)  KCC-20-04-02-06.1 Principal report April 2020.pdf 29	President & Principal	
6.2	Corona Virus (to note)  KCC-20-04-02-06.2 COVID-19_12Mar20.pdf 85	SVP (Health)	
7	Reports of Committees		
7.1	Report of the Finance Committee  KCC-20-04-02-07.1 FC report to Council.pdf 91	Chair, FC	

#	Description	Owner	Time
7.2	Report of the Governance and Nominations Committee  KCC-20-04-02-07.2 GNC report to Council.pdf 95	Chair, GNC	
7.3	Report of the Academic Board  KCC-20-04-02-07.3 AB report to Council.pdf 101	Chair, Academic Board	
7.4	Report of the Audit, Risk and Compliance Committee  KCC-20-04-02-07.4 ARCC report to Council.pdf 113	Chair, ARCC	
7.5	Report of the Estates Strategy Committee  KCC-20-04-02-07.5 ESC report to Council.pdf 121	Chair, ESC	
8	Report of the KCLSU President (to note)  KCC-20-04-02-08 KCLSU report.pdf 123	KCLSU President	
9	Any other business		
	Lord Geidt - March 2020		

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King's College Council	
Meeting date	2 April 2020
Paper reference	KCC-20-04-02-02
Status	Final
Access	Public/Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for commercial interest or personal data



Meeting of the King's College Council to be held on **2 April 2020** at 17:00 in KCLSU Activity Room 4, Guy's Campus, London, SE1 9RT

Tea and coffee will be served from 16:30

Agenda

INTRODUCTORY ITEMS

1	Welcome, apologies and notices		Chair
2	Approval of agenda	<i>KCC-20-04-02-02</i>	Chair
3	Unanimous Consent Agenda , including: 3.2 Minutes of the Previous Meeting; and 3.3 Actions Log	<i>KCC-20-04-02-03.1</i> <i>KCC-20-04-02-03.2</i> <i>KCC-20-04-02-03.3</i>	Chair
4	Matters arising from the minutes	<i>Verbal</i>	Chair
5	Report of the Chair <i>See the Consent Agenda for all items:</i> 5.1 OfS Widening Participation Access Monitoring (to note) 5.2 Fellows Dinner 2020 Postponed (to note)	<i>KCC-20-04-02-05.1</i>	Chair
6	Report of the President & Principal 6.1 Summary Report on Key Issues (to note) 6.2 Corona Virus (to note)	<i>KCC-20-04-02-06.1</i> <i>Verbal Update</i>	Principal SVP (Health)
7	Reports of Committees		
	7.1 Report of the Finance Committee (i) Current financial update in view of the Covid-19 pandemic <i>See the Consent Agenda for remaining items</i>	<i>Verbal Update</i> <i>KCC-20-01-30-07.1</i>	Chair FC
	7.2 Report of the Governance and Nominations Committee (i) Selection Process for the President & Principal (to note) (ii) Annual Council Effectiveness Review (to note) (iii) Away Day Agenda (to note) <i>See the Consent Agenda for remaining items</i>	<i>KCC-20-01-30-07.2</i> <i>Annex 1</i>	Chair GNC

7.3	Report of Academic Board <i>See the Consent Agenda for all items</i>	KCC-20-04-02-07.1 Chair AB
7.4	Report of the Audit, Risk and Compliance Committee <i>See the Consent Agenda for all items</i>	KCC-20-01-30-07.3 Chair ARCC
7.5	Report of the Estates Strategy Committee <i>See the Consent Agenda for all items</i>	KCC-20-01-30-07.5 Chair ESC
8	Report of the KCLSU Report of KCLSU President (to note)	KCC-20-01-30-08 KCLSU President
9	Any other business	<i>Verbal</i>

Irene Birrell
College Secretary
March 2020

Unanimous Consent Agenda

A consent agenda is a tool often used by organizations to deal expeditiously with routine matters and reports, leaving more time for more strategic discussions. The items on a consent agenda are expected to be non-controversial and unlikely to engender questions. The items on the consent agenda, whether for approval or information, are dealt with by a single motion to accept/receive for information all items contained in the consent agenda. Before taking the vote, however, the Chair will ask whether any member wishes to have any item removed from consent in order to ask a question or make a comment about it. In such a case, the item is automatically removed from the consent agenda and will be dealt with at the end of the meeting or within the report of the Committee under which it sits. The remaining items are then unanimously approved/received for information en bloc without discussion.

While approval of an omnibus motion saves time at meetings, members will want to review the consent agenda materials carefully in order that they properly discharge their responsibilities. Members may ask to have an item removed from the consent agenda by so informing the Secretary or Chair at any time up until the motion is put.

Recommended: That the Council approve or note for information the items contained in the Unanimous Agenda, listed below.

Item	Title	Paper	Action
3.2	Minutes of 30 January 2020	KCC-20-04-02-03.2	Approve
3.3	Actions Log	KCC-20-04-02-03.3	Note
Report of the Chair			
5.1	OfS Widening Participation Access Monitoring	KCC-20-04-02-05.1	Note
5.2	Fellows Dinner 2020 Postponed		Note
Report of the Finance Committee		KCC-20-04-02-07.1	All to Note
7.1	(i) Debt Raising (ii) Productivity Improvement Plan (iii) Management Accounts (iv) Champion Hill/Bristol Update on Costs (v) Indications for the Five-Year Plan		
Report of the Governance and Nominations Committee		KCC-20-04-02-07.2	
7.2	(i) Committee Appointments (ii) Review of Committee Vacancies (iii) Joint Meeting Arrangements for Finance Committee and Estates Strategy Committee		Approve Note Note
Report of the Academic Board		KCC-20-04-02-07.3	All to Note
7.3	(i) Report on Portfolio Simplification (ii) Equality, Diversity and Inclusion (iii) Research Integrity (iv) National Institution for Health Research Competition Submission	Annex 1	

	(v)	Ethical issues concerning SUSTech	Annex 2	
	(vi)	Academic Board Subcommittee reports		
	(vii)	Other items to note		
Report of the Audit, Risk & Compliance Committee			KCC-20-04-02-07.3	All to Note
7.4	(i)	Audit, Risk and Compliance Committee Business Calendar	Annex 1	
	(ii)	Principal's Report		
	(iii)	Internal Audit update		
	(iv)	External Audit update		
	(v)	Value for Money		
	(vi)	Compliance report		
	(vii)	Risk presentation and discussion: IT Service Delivery	Annex 2	
Report of the Estates Strategy Committee			KCC-20-04-02-07.5	All to Note
7.5	(i)	Strand Master Planning		
	(ii)	Estates Capital Working Group		
	(iii)	St Thomas' Campus Update		
	(iv)	King's Residences Demand and Supply		
	(v)	General Overview		

See published minutes from the previous meeting [here](#)

King's College Council	
Meeting date	2 April 2020
Paper reference	KCC-20-04-02-03.3
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	Redaction subject to s.43, commercial interests or s.40, personal information



Actions Log

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

Council is asked to note the action taken following discussions at previous meetings.

Actions Log

Meeting	Minute	Topic	Decision for Action	Actions	Owner	Progress
<i>January 2020 Council Meeting</i>						
30.01.20	06.1	Principal's Report – Champion Hill	Detailed investigation to be overseen by the Chairs of ARCC and ESC	ARCC and ESC Chairs to monitor the investigative process	College Secretary	Ongoing
	06.3	OfS Monitoring – Access & Participation	(i) A briefing on the nature of the requirements for reporting purposes to be scheduled for Council members; and (ii) King's Monitoring Return to the OfS on the 2018-2019 Access Agreement to be sent to Council electronically	(i) Schedule a briefing (ii) Email Members for info	College Secretary College Secretary	In progress On Agenda
	06.4	KPIs/Balanced Scorecard	Balanced scorecard targets to be presented to Council before sign-off (including narrative setting out how targets were set and benchmarks used)	Allocate to an appropriate Council meeting	College Secretary	In progress
<i>November 2019 Council Meeting</i>						
26.11.19	6.2	OfS Compliance Matter	Provide the OfS with a copy of the minute of the discussion	Write to OfS	College Secretary	Complete
26.11.19	6.3	External & Internal Engagement Strategy	Schedule update report for the autumn term	Forward Planning	College Secretary	Complete - Scheduled for 23 September 2020
26.11.19	7.1 (ii)	Forecast return to the OfS	Provide a more in-depth briefing for new members of Council on the 4% surplus and balanced scorecard	Schedule briefing	College Secretary/Chief Finance Officer	Complete
26.11.19	7.1 (iii)	Productivity Improvement Plan	More detailed report to be prepared for the January meeting of Council	January agenda of Council	Chief Finance Officer	In progress – see Finance Committee report on Agenda

Xan Kite
Director of Governance
March 2020

King's College Council	
Meeting date	2 April 2020
Paper reference	KCC-20-04-02-05.2
Status	Final
Access	Public/Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for commercial interest or personal data



Access Agreement 2018/19 monitoring report

Action required

- ☐ For approval
☐ For discussion
☒ To note

Executive summary

This paper summarises King's monitoring report to the Office for Students on the 2018/19 Access Agreement. It covers our performance on widening participation and student retention targets and level of investment against commitment (Table 1). It also provides a note on future reporting in the changed regulatory landscape. The full monitoring template required by OfS is available from the Secretariat.

All Higher Education Institutions in receipt of public funding and which charge up to the maximum fee cap for Home/EU undergraduate provision (£9,250) were required to have an annual Access Agreement approved by the Office for Fair Access. Access Agreements set out a committed expenditure and series of targets for widening participation work with students from disadvantaged backgrounds or groups underrepresented in higher education. HEIs are required to allocate a proportion of Higher Fee Income (HFI) according to their priorities, challenges and commitments. This has been retained by the Office for Students following its merging of the Higher Education Funding Council for England and OFFA.

From 2019/20 onwards Access Agreements have been replaced. An Access and Participation Plan is now a prerequisite of being designated on the register of providers able to charge higher fees. Effectively, this comprises one means of reporting on our activity and targets relating to widening participation.

King's performed strongly against its milestones in 2018/19. All milestones were met or exceeded with one exception. Either the milestone for the year was met or the final target was met early (milestone for the year in parenthesis, full detail in **Annex 1**).

1. State School (Young, FT, first degree): Proportion of state school entrants **77.8%** (77.2%)
2. Proportion of all UK FT first degree entrants from minority ethnic groups: **54.9%** (41.7%)
3. Number of UK FT first degree entrants from K+ target schools/colleges: **431** (355)
4. Proportion of UK FT first degree entrants from ACORN categories 4 & 5: **22.0%** (22.0%)
5. Proportion of UK FT first degree entrants from POLAR4 low participation neighbourhoods: **3.7%** (4.9%)
6. Proportion of students starting the Realising Opportunities programme progressing to a research-intensive HEI: **TBC (provided by central RO team at University of Newcastle)**
7. Progression of RO participants to an RO partner HEI: **TBC (as above)**
8. Proportion of all UK FT first degree entrants continuing from Year 1: **95.3%** (94.0%)

These are significant widening participation successes. King's investment commitments in the areas of access, student success, progression and financial support were also broadly met.

Access Agreement 2018/19 Monitoring report

Background and Context

All Higher Education Institutions in receipt of public funding and which charge up to the maximum fee cap for Home/EU undergraduate provision (£9,250) were required to have an annual Access Agreement approved by the Office for Fair Access. The Access Agreement for 2018/19 specified our targets and expenditure commitments to deliver activity to widen access for students from disadvantaged backgrounds or groups underrepresented in higher education.

From 2019/20 onwards, an Access and Participation Plan (APP) setting out institutional targets and investment in this area is now a prerequisite of being designated on the register of providers able to charge higher fees. Regular reporting and annual monitoring will now become part of the calendar of the governing body as part of a heightened Office for Students focus and set of expectations in this area.

Summary of performance

King's performed strongly against its milestones in 2018/19. All milestones/targets were met or exceeded with one exception. Either the milestone for the year was met or the final target was met early. Full detail on performance is provided in Annex 1.

King's recruitment of BME students exceeded 50% for the first time in 2017/18 and this increased again in 2018/19. Student retention (continuation) held steady after a period of declining over previous years.

These are significant widening participation successes. Only one milestone was not met, with no progress against the baseline (which was set by King's in the Access Agreement first submitted to OFFA in 2012). This relates to proportion of young full time first degree entrants from low participation neighbourhoods (based on POLAR4, UK students), which was 3.7% against a target of 4.9%. However, POLAR is an ineffective measure of disadvantage for London institutions where widening participation work is focussed on London. Due to how the postcode measure is calculated, and 'low participation neighbourhoods' defined, there are very few students in Quintile 1 in London (least likely to progress to higher education). We therefore combine this with the Acorn measure above, which provides a more granular analysis of areas of deprivation in the capital and against which we perform well.

In summer 2019 the OfS approved our Access and Participation Plan covering 2020/21-2024/25, which will replace Access Agreements. Setting a POLAR participation target was a prerequisite for all selective HEIs nationally. In the plan we outline actions to achieve this over the next five years. POLAR Quintile 1 students will be brought into the flagged priority groups as part of our existing contextual admissions process. We will also scope expansion of K+ to become national, targeted at areas of the country underserved by King's and where Quintile 1 postcodes are concentrated, launching in September 2021. The Access and Participation Plan can be viewed here: <https://www.kcl.ac.uk/study/widening-participation/ofs>

Summary of expenditure

Note on OfS terminology: Activity is split across *access* (widening participation), *student success* (retention/continuation), *progression* (employment outcomes) and *financial support* (bursaries and hardship). The What Works department within Widening Participation provides evaluation and impact assessment across all these areas, especially access and success activity and bursary impact.

Broadly, King's met its expenditure commitments in 2018/19. Although the cash investment was less than forecast, this is due to the commitment and spend being expressed as a percentage of high fee income (HFI). Student numbers and subsequent fee income were less than predicted, which translates to a lower budget envelope managed as part of the planning round and in-year. However, while cash spent is less than commitment in absolute terms, expenditure as a proportion of actual HFI is in line with expectations.

Table 1: Actual expenditure compared to forecast

	Forecast commitment*		Actual expenditure		Variance	
	Amount £000	% of HFI	Amount £000	% of HFI	Amount £000	% of HFI
Access	2,775	6.9	2,664	7.0	-111	0.1
Success	1,120	2.8	1,096	2.9	-24	0.1
Progression	303	0.8	287	0.8	-16	0.0
Financial support	7,721	19.4	7,057	18.7	-663	-0.8
Total expenditure	11,919	29.9	11,104	29.4	-815	-0.6
Total HFI	39,757	100	37,788	100	-	-

*Expenditure commitment expressed as a % of HFI. This was based on a student numbers forecast at April 2017 as part of the initial submission. Figures may vary slightly due to rounding.

All expenditure is allocated across areas of priority according to strategic aims, targets and challenges. The main area where spend is less than committed is in financial support. Each year, all students who meet eligibility criteria receive a King's Living Bursary. This means that the financial commitment each year is based on a forecast of eligible students. There is varying level of underspend on the bursary depending on number of eligible students enrolling. We agreed with the regulator that any underspend should be identified and redeployed to support access work. This is something that the OfS retained as a prerequisite in agreeing our 2019/20 Access and Participation Plan. However, it also means that underspend on bursaries compared to commitment is to be expected due to the forecasting model.

Future state

As noted, the OfS is implementing a new approach to Access and Participation Plans, with five-year plans approved for the period 2020/21-2024/25. They have indicated that we will not need to provide a new plan every year, but will instead complete an annual monitoring exercise. This will initially be light touch and based on risk. The Director of Access and Participation is the only executive role on the OfS Board alongside the Chief Executive. The Director has signalled the intention to make greater use of regulatory levers in response to risk. Risk is defined here as HEIs failing to meet their commitments or to provide credible plans.

From 2019/20, monitoring of expenditure will be done via the institutional financial returns and covered by the external auditor's opinion. Our financial processes in this area are robust so we are confident that we will be able to respond effectively to this new approach.

As part of the new arrangements, a greater emphasis is placed on engaging the governing body in regular monitoring and discussion on work to widen participation, along with more extensive student engagement in decision-making, planning and review. Arrangements are being designed and put in place to respond to these increased expectations. The Vice-President & Vice-Principal (Education) and Associate Director of Widening Participation will lead on ensuring the effectiveness of our governance mechanisms and institutionalising regular senior level dialogue and accountability.

We see this new approach as an opportunity for King's to underline its commitment to widening participation as a core pillar of our institutional mission and a central commitment in the King's Education Strategy 2017-2022, building on our success so far in improving access, success/progression and student support.

Michael Bennett, Nicola Phillips

11 March 2020

Annex 1 – Summary of targets performance

Summary of performance to targets

Statistical milestones and targets relating to applicants, entrants or student body													
Lifecycle stage	Target category	Statistical milestone	Description	Baseline data	Baseline year	Target	Target year	Progress to date, by academic year					Performance summary
								2014-15	2015-16	2016-17	2017-18	2018-19	
Access	State school	HESA T1a - State School (Young, FT, first degree)	Proportion of young FT first degree entrants from state schools or colleges (UK students)	72.4%	2013-14	77.2%	2019-20	74.9%	77.3%	75.6%	77.7%	77.8%	Overall target met/exceeded (target achieved earlier than anticipated)
Access	Low participation neighbourhood (LPN)	HESA T1a - LPN (POLAR3) (Young, FT, first degree)	Proportion of young FT first degree entrants from low participation neighbourhoods (based on POLAR3, UK students)	3.7%	2013-14	4.9%	2019-20	5.2%	4.8%	4.8%	3.8%	3.7%	No progress made against baseline.
Student Success	Other	HESA T3a - No longer in HE after 1 year (All, FT, first degree)	Proportion of all UK FT first degree entrants continuing from Year 1 (continuing or qualifying at King's)	92.4%	2012-13	94.0%	2019-20	93.2%	92.6%	91.5%	96.7%	95.3%	Overall target met/exceeded (target achieved earlier than anticipated)
Access	Ethnicity	Other statistic - Ethnicity	Proportion of all UK FT first degree entrants from minority ethnic groups (students identifying as non-white)	38.3%	2013-14	41.7%	2019-20	41.0%	44.1%	47.4%	52.8%	54.9%	Overall target met/exceeded (target achieved earlier than anticipated)
Access	Other	Other statistic	Number of UK FT first degree entrants from K+ target schools/colleges	316	2013-14	355	2019-20	355	456	417	416	431	Overall target met/exceeded (target achieved earlier than anticipated)
Access	Low participation neighbourhood (LPN)	Other statistic	Proportion of UK FT first degree entrants from ACORN categories 4 & 5	18.6%	2013-14	22.0%	2019-20	20.9%	24.0%	24.5%	28.4%	22.0%	Overall target met/exceeded (target achieved earlier than anticipated)
Access	Other	Other statistic	Proportion of students starting the Realising Opportunities programme progressing to a research-intensive HEI	n/a	Other	39	2019-20	23%	n/a	36%	37%	TBC	TBC
Access	Other	Other statistic	Realising Opportunities: progression of participants to an RO partner HEI	n/a	Other	25	2019-20	17%	n/a	26%	26%	TBC	TBC

Summary of expenditure against forecast commitment*

Access agreement expenditure summary	Predicted access agreement-countable expenditure in 2018/19		Actual access agreement expenditure		Difference in expenditure	
	in cash terms (£)	as a proportion of higher fee income (%)	in cash terms (£)	as a proportion of higher fee income (%)	in cash terms (£)	of proportions in percentage points
Higher fee income	39,757,035		37,788,590		-1,968,445	
Access expenditure	2,775,000	6.98	2,663,989	7.05	-111,011	0.07
Success expenditure	1,120,000	2.82	1,095,674	2.90	-24,326	0.08
Progression expenditure	303,000	0.76	287,054	0.76	-15,946	0.00
Expenditure on financial support (including access agreement-countable hardship funds)	7,721,299	19.42	7,069,900	18.71	-651,399	-0.71
Total expenditure	11,919,299	29.98	11,116,617	29.42	-802,682	-0.56

*Some decimals may not tally due to formula rounding

Principal's Report

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

The report outlines key current issues for the attention of Council.

Principal's Report

Executive summary

Coronavirus update

The university continues to manage the risks around coronavirus. We have Gold and Silver incident response teams in place as well as a Coronavirus Co-ordination Group. We have a response framework in place in line with Public Health England and Government advice to ensure the ongoing safety of our staff and students. Things are moving fast and our planning remains agile. King's response to coronavirus is at <https://www.kcl.ac.uk/kings-contribution-to-coronavirus-response> and copies of all the staff and student communications are in **Appendix A**. Professor Sir Robert Lechler (Provost/Senior Vice President, Health) will provide a verbal update to Council at the meeting on the latest situation.

Senior Appointments

I will give a verbal update to Council on senior appointments including SVP Health & Executive Director, King's Health Partners (KHP) and The Dean.

Citizens UK

Citizens UK has announced King's as the UK's first 'Refugees Welcome University' in recognition of its contribution to understanding and responding to the global issue of forced displacement in order to realise the educational potential of refugees. The Refugees Welcome accreditation scheme recognises universities that have made a commitment to welcome forced migrants into their institution and community, offer a comprehensive programme of education and research on migration, and develop an action plan to improve the lives of forced migrants in the UK. In addition to a migration research programme and inclusion into the curriculum of issues faced by migrants, King's offers a scholarship scheme for forced migrants in the UK, leads the development and delivery of PADILEIA (an online educational programme for forcibly displaced people in the Middle East), and is working to bring a family to the UK under the UK's Community Sponsorship Scheme.

League table rankings

QS (Quacquarelli Symonds) released the 2020 subject rankings on Wednesday 4 March.

- Dentistry is ranked 1st globally; the first time a King's subject has been ranked best in the world in an international league table. 17 subjects have seen their ranking improve, 11 subjects' ranking remain unchanged and five subjects have seen their ranking worsen.
- Out of the 33 academic disciplines King's are included in, three subjects are in the world top 10 and 11 subjects are in the world top 20.

Climate Change

At King's we are committed to taking responsibility to address the climate emergency. In 2017, we set the ambitious target to reach net zero carbon emissions by 2025. While this is a challenging task, we are making progress towards this target and are reducing our impact on the environment by:

Reducing Carbon emissions:

- Reach net zero carbon emissions by 2025. We are on target to achieve this, having already reduced our carbon emissions by 41% between 2005-06 and 2018-19. We are confident we will achieve our interim target of 43% reduction by 2020.
- Since October 2017, all electricity directly purchased by the university has been 100% UK wind power, and last year we signed a power purchasing agreement with a wind farm to purchase renewable electricity directly from wind farms across Scotland and Wales.
- Investments in fossil fuels have reduced from 7.3% in 2017 to 1.3% 2020. We are on track to fully divest by the end of this year.
- We will invest 40% of our funds in investments with socially responsible benefits by 2025.

Waste management & living sustainably:

- Nearly 500 members of staff from across King's are committed Sustainability Champions.
- Recycling has increased from 39% to 64% in just two years.
- Students living in our halls of residences now have the option to join one of the country's first university Sustainable Living Community, following vegan or zero-waste lifestyles.
- Creating a dedicated sustainability fund of £50,000 for projects suggested by staff and students using proceeds from charging a 20p levy on disposable coffee cups.

Balanced Scorecard

As requested the current version of the corporate balanced scorecard is available in Annex 7 and will be attached to every future report.

Other updates (Annexes)

- I. Estates update
- II. HE environment
- III. King's Health Partners
- IV. Health & Safety update
- V. Fundraising & Supporter Development
- VI. Diversity and Inclusion
- VII. Balanced Scorecard

Ed Byrne
President & Principal
April 2020

This item has been redacted

This item has been redacted

King's Health Partners Update

New competition for AHSCs

On 11 December, King's Health Partners submitted documentation to the NIHR for the new competition for Academic Health Sciences Centres (AHSCs).

It has been confirmed that this phase was successful, and King's Health Partners has been called to interview on Wednesday 26 February.

A series of mock interviews will take place to prepare for the interview with accompanying briefing notes. The proposed King's Health Partners panel members are Prof Sir Robert Lechler, Jill Lockett, Dr Ian Abbs, Dr Rachna Chowla, Prof Matthew Hotopf and Prof Reza Razavi.

The international panel considering the application are:

- Professor Holmes (Chair), Senior Fellow, Agency of Science, Technology and Research, Singapore: President of the Sanford Consortium for Regenerative Medicine; Vice Chancellor and Dean Emeritus, UCSD Health Sciences
- Mr Tim Atkins, Head of Strategy, Care Quality Commission
- Ms Alero Dabor, Public Committee Member
- Professor Dame Anna Dominiczak, Regius Professor of Medicine, Vice Principal and Head of the College of Medical, Veterinary and Life Sciences at the University of Glasgow
- Ms Jackie Fielding, ABHI Vice Chair
- Professor Jane Grimson, Professor of Health Informatics, University of Dublin
- Professor Elizabeth Hughes, Deputy Medical Director, Health Education England
- Mr Philip Hurst, Public Committee Member
- Mrs Celia Ingham-Clark, Medical Director for Clinical Effectiveness, NHS England
- Professor Gabriel Leung, Dean of Medicine, Helen and Francis Zimmern Professor in Population Health and Chair of Public Health Medicine at the University of Hong Kong
- Professor Calum MacRae, Associate Professor of Medicine, Harvard Medical School; Chief, Cardiovascular Medicine, Brigham and Women's Hospital.

King's Health Partners new appointment: Managing Director

Jill Lockett has been appointed as Managing Director of King's Health Partners.

As Managing Director, Jill will work across the full King's Health Partners agenda to deliver the next five-year strategy and oversee local and international programmes, track progress and maintain partnership culture. In this newly created position, Jill will be a member of the King's Health Partners Joint Boards and continue to support the Senior Vice President/Provost (Health) for King's College London and Executive Director of King's Health Partners.

Clinical Academic Groups

Listening exercises were held with the Child and Adolescent Mental Health, Palliative Care, Neurosciences, and Pharmaceutical Sciences CAGs. CAG listening exercises will continue to support a new, expanded model for CAG Leaders meetings, which will start from April 2020.

A visit was hosted from University College of Northern Denmark in January, and Copenhagen Capital Region will visit in April to determine their proposed clinical academic model.

Dr Dominic Ffytche has been appointed as Academic Lead for the Mental Health of Older Adults and Dementia CAG.

Education and Training

A celebration event to mark ten years of the King's Health Partners Education Academy was held on 15 January. The event was chaired by Sir Hugh Taylor and delegates heard from Sir David Behan, Chair of Health Education England and Prof Anne Greenough, who shared highlights from the past 10 years as well as looking to the future. A main feature of the event was the presentation of King's Health Partners education and training winners, including the Peter Hylands award.

Value Based Healthcare

A proposal submitted as part of a European consortium to the IMI call on Health Outcomes Observatories was successful at stage one. The King's Health Partners Institute of Diabetes, Endocrinology and Obesity are leading work on diabetes, collaborating with colleagues from the Karolinska along with other European centres. The Centre for Translational Informatics will contribute to the programme of work on data and digital. The second phase of the proposal will be submitted by 26 March 2020.

Mind & Body

The first draft of the King's Health Partners Learning Disability Strategy is complete and engagement with staff and carers, families and experts by experience is underway. The strategy will launch in April 2020.

Two King's College London MSc Students will join the King's Health Partners Mind & Body team from January 2020 to work on an evaluation of the programme using an Implementation Science framework. Recommendations will be shared in Autumn 2020.

King's Health Partners Institutes

In **Diabetes, Endocrinology and Obesity**, NHS England is considering extending the type 1 disordered eating pilot (T1DE) and funding stream until March 2021 to strengthen evaluation.

An Obesity Stigma Consensus Statement, led by Prof Francesco Rubino, Chair of Metabolic and Bariatric Surgery at King's College London and Consultant Surgeon at King's College Hospital, in conjunction with world-leading obesity clinicians and academics, will be published in March 2020 in *Nature Medicine*. The Statement will provide a formal definition of obesity stigma accompanied by a pledge for employers, stating their commitments to address obesity stigma. Discussions regarding the pledge will take place over the coming weeks.

King's Health Partners Haematology Programme Director, Kate Barlow, is to lead on new Haematology developments through a new role as Director of Strategic Platform Transition and Commercial Development at King's College London. In this newly created position, Kate will work within the Research Management and Innovation Directorate, with an early focus on vector manufacturing capabilities.

Work is underway to assess the feasibility of creating a first phase 'mini hub' of clinical and research facilities adjacent to one another on the Denmark Hill campus.

The Institute is planning a patient engagement event, along with documentation to support recruitment of patient representatives to the programme board.

A successful Nursing and Allied Health Professional conference was held 6 December 2019, with more than 90 delegates attending. Five international commercial preceptorships were delivered in 2019, with plans to deliver eight throughout 2020. GP education events are in planning for 2020.

Prof Karen Edmond has been appointed as Director of **The Institute of Women & Children's Health** from March 2020, taking the baton from Prof David Edwards.

The Institute held a third meeting with colleagues from King's Health Partners and Royal Brompton. The group is developing a joint programme grant proposal for complex intervention around transition.

A new Rothschilds lectureship has been granted in the Centre for the Developing Brain. A new Institute seminar series 'maternal and child health systems', aligned with the Institute of Women & Children's Health research strategy, will commence this month.

King's Health Partners Neurosciences has risen from fourth to first place in the world for citation impact in the top decile against a range of universities well regarded for neuroscience research.

In December 2019, the Institute presented on the use of a virtual reality platform to enhance rehabilitation (MindMotionGo) and the introduction of a new outcomes measures (Mayo Portland Adaptability Index) at a national neurorehabilitation conference.

Internal bids were submitted for the latest round of NIHR Integrated Academic Trainees. Proposals are being developed for Nursing and Allied Health Professionals to become clinical academics.

The powerful DGX system is now installed at King's College Hospital, which are a key building block in the development of AI architecture.

King's Health Partners Cardiovascular One Team Working continues to progress, with alignment of protocols and policies, and new work published in heart failure, complex devices, and valve disease.

Operational integration objectives and priorities for the next two years are currently being refreshed with operational management teams from King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts.

Educational and networking events are progressing, including a vascular away day (21 January), and highly effective team working in heart failure (9 December).

[King's Health Partners News featured the Cardiovascular Institute](#) on Valentine's Day, focusing on [translating cutting-edge research into excellent patient care](#), the benefits of clinical academic collaboration, [delivering education for world-leading clinicians](#) and [improving outcomes](#).

King's Health Partners and Royal Brompton & Harefield Partnership

In February, the Boards of Guy's and St Thomas' and Royal Brompton [announced that full integration of the services provided by Royal Brompton & Harefield with those at Guy's and St Thomas', in effect an agreed merger](#), is the best and most positive way of securing the aims and the collective vision of the wider partnership. This includes the creation of a hub for highly specialised clinical academic cardio-respiratory services at the St Thomas' site.

Since 2017, Guy's and St Thomas' and Royal Brompton & Harefield NHS Foundation Trusts have been working together, with colleagues across King's Health Partners, to develop plans to transform care for people with heart and lung disease.

Throughout discussions, together, and with wider partnership, the trusts are have remained focused on how to use our collective clinical and academic expertise to provide the best possible care to patients, meet all national standards for paediatric congenital heart disease and ensure the long-term future of the specialist services currently provided at Royal Brompton Hospital.

King's Health Partners workforce and development

A Workforce Steering Group has been stood up with HR Director at Royal Brompton & Harefield NHS Foundation Trust as SRO, with workforce and programme leadership represented from across the partnership. A meeting of senior HR leads has been organised for February 2020 to review workforce requirements in more detail.

Work is underway to extend and develop the King's Health Partners Passport for further partnership working arrangements across the Acute Based Care Programme with Lewisham and Greenwich NHS Trust and also for the Medical Imaging and AI Centre for London, a consortium across industry, university and King's Health Partners' trusts.

Health & Safety Update

1. Changes to Safety Management Arrangements (since last report)

- **Annual Health & Safety Report** - No change since January report. Reports are published on [H&SS SharePoint site](#)
- **Accident Management System (AMS)** - Work continues on developing the content and function of the new Accident Management System.
- **Auditing** - No change since January report
- **Workrite E-Learning** -
The following courses have been drafted and are subject to review before publication: Basic Laser Safety, Student Induction, Work with Sensitisers and Principal Investigator & Academic Supervisor responsibilities.

2. Novel coronavirus (Covid-19) response

The Acting Director of Health & Safety Services is chairing the Silver Team supported by Head of Biological Safety. The following actions have been taken:

- Novel Coronavirus News Page and accompanying [Questions Answered page](#) is updated as government advice changes. The page has recently been moved to the [external website](#) for ease of accessibility by those staff and students off site.
- Invited KCLSU representation for consultation purposes and to facilitate communications with the student community
- Posters and flyers providing information on prevention of infection and self-isolation requirements. Accompanying digital posters for screens are updated in response to government advice. With quickly evolving situation information is moving towards monitoring the [government website](#) rather than trying to reproduce the increasingly detailed PHE guidance.
- Advice for individuals who are self-isolating and those who are facilitating self-isolation.
- Requested provision of hand sanitiser on a risk basis at entries to cafes, restaurants and student computing rooms
- Responses to requests for advice from Faculties and Directorates regarding suspected cases
- Discussion and agreement with Cornwall Service Centre on collation, forwarding and reporting on self-isolation cases.

3. Ill-Health, Incidents and Investigations

3.1 Health Surveillance

There are currently ten individuals under annual health surveillance who have been assessed as “fit with restrictions” and one assessed as “unfit”. Of these, four have been referred to Brompton for further assessment and expert opinion as to whether the symptoms are work-related. Three of the individuals referred to Brompton use Hodgkin BSU, the fourth uses FWB BSU.

(Unfit requires the manager to ensure that the user does not use the BSU until advised otherwise. Fit with Restrictions requires the manager and the individual to implement additional precautions.)

3.2 RIDDOR and significant Incidents

RIDDOR (reportable to Health & Safety Executive (HSE)) and other significant events academic year 2019-2020 (since January report) are listed in table 1 below. These reports are being followed-up with the managers responsible for the area/activity:

AIRSWeb Reference	Date Reported	Brief Event Description	RIDDOR/ Significant Incident	Event Outcome	Reportable by	Date Reported to Regulator	Regulator Outcome	Investigation Status
9041	31/01/2020	Injured person was on the way to a meeting and slipped on the surface just outside New Hunts House at rear of the building, was taken to hospital fractured arm. Requested information on maintenance, cleaning and slip testing of area from Bouygues.	RIDDOR	Major Injury	KCL (Bouygues managed area)	28/02/20	TBC	OPEN
8987	16/01/2020	UG student wanted to wire a bare board power supply to the 240Vmains to enable a laser device for a project. The local technician questioned the student. Laser had been purchased on e-bay and was non-CE Class 4 device, the UG had little knowledge and was not competent to work with such a device it was confiscated and UG sent to their academic supervisor to discuss safety and compliance with legislation.	Significant Incident	Significant Near Miss	N/A	N/A	N/A	OPEN
8954	10/01/2020	A piece of Scaffold fell and hit a worker, he was clearing rubble and as he lifted another scaffold tube he dislodge one on an upper ledge. IP was struck on his right hand by the tube which pushed his right arm back. this incident occurred on 2/12/2019 reported on 10/1/2020.	Significant Incident	Injury	N/A	N/A	N/A	OPEN

3.1 Other Significant Incidents/Investigations

Students in Champion Hill residences have been relocated. Due diligence of third party providers was developed by H&SS and carried out by Estates & Facilities (E&F). H&SS is working in collaboration with E&F Assurance & Risk to undertake review of health, safety and fire safety management in all King's buildings occupied by students including residences.

3.2 Regulatory Visits

An ongoing HSE investigation into a RIDDOR report of occupationally acquired asthma during November 2019 has identified a number of local failures which led to the issue of an Improvement Notice in December 2019. Fees for Intervention will be incurred.

An Action Plan has been developed by H&SS in consultation with BSU Acting Director which addresses local failures and wider lessons learned for application in the BSUs and other laboratory research areas. H&SS is leading on the implementation of this plan with the key stakeholders. A formal response detailing the remedial actions that will be taken is required by 31 March 2020.

HSE have Occupational Asthma as one of their priority enforcement areas. As such all RIDDOR notifications of occupational asthma automatically trigger an investigation by HSE.

3.3 National HE incidents:

Following a large fire at a University of Bolton student residences in mid-November the Secretary of State for Education sought assurances that all buildings used by students (university owned and third party) were safe with respect to fire safety, with particular reference to the Regulatory Reform (Fire Safety) Order, Building Regulations and recent Government information on external cladding (following the Grenfell fire). This assurance is in the form of a review of management arrangements and legal compliance. King's submitted a written response providing assurances that a review would be undertaken by May 2020.

A collaborative project between H&SS and E&F Assurance & Risk is underway: E&F are collating and reviewing information on the operational management of the buildings whilst H&SS are reviewing the management processes.

4. Communication and Consultation

As the Functional lead for Health & Safety, H&SS continues to liaise with key H&S personnel from across the University and use its SharePoint site and Microsoft Teams site to provide information and enable collaboration on various workstreams. Regular meetings continue to occur at various levels of the university and externally.

5. System Development

The Health & Safety Policy and Arrangements document is currently being reviewed. A revised draft statement of intent will be submitted to the March HSMG meeting.

H&SS has been supporting the College Secretary's review of travel policies and arrangements. H&SS hosts detailed guidance for staff and students travelling abroad on its webpages and will be developing an e-learning course on travel safety to be hosted on the Compliance E-learning (WorkRite) system.

6. Safety Resources

The Director of H&SS retired in November 2019. The Deputy Director is currently Acting Director and is being supported by the Head of Infrastructure Safety (currently Acting Deputy Director). Therefore, capability of the nine strong H&SS team to anticipate and meet the university's needs remains a significant challenge.

Fundraising & Supporter Development Update

The Fundraising and Supporter Development (F&SD) team raises money for its three partners: King's College London (KCL), King's Health Partners (KHP) and Guy's & St Thomas' Trust (GSTT). Income secured for our partners for the current College financial year (latest figures for August-January) is £16.2m. By partner, this is £3.6m for KCL, £8.7m for KHP and £3.9m for GST.

Highlights of recent fundraising events and activities

During the current first (non-public) phase of Campaign III, the F&SD team's focus is on building the prospect pipeline and bringing in transformative gifts through tailored and appropriate cultivation and fundraising activities, and through engagement with Alumni and prospects in key markets. Examples of recent events and activities are listed below, by partner:

KCL & KHP

- On the 5 February, F&SD hosted a reception for Donors and Scholars, providing an opportunity for donors to meet beneficiaries of student scholarships across a variety of disciplines. A recipient of a Sanctuary Scholarship spoke about his experience at King's and what student support has enabled him to do. A number of scholars attended and were able to personally thank their donors for their generosity, and guests enjoyed the opportunity to meet a range of students and senior leadership from across the college.
- The Pears Foundation have confirmed a £5m capital funding gift to name the 'Pears Maudsley Centre for Children and Young People', with an additional pledge of £500,000 to support revenue/research. On the 4 February, a press release was published announcing the plans for this new centre, marking an important milestone in this children and young people's mental health project and the significant progress being made. A new website has also been launched which will generate greater awareness of our leadership position in this area:
<https://kingsmaudsleychildren.org.uk/>
- The Garfield Weston Foundation have pledged £1m towards the capital costs of the Pears Maudsley Centre for Children and Young People. This pledge is conditional on confirmation of planning permission and full funding for the building. Discussions will take place regarding appropriate naming opportunities to recognise and celebrate this major grant.
- The Trusts and Foundation team were invited to submit a stage 2 application to the Wolfson Foundation's Science and Medicine funding stream which was sent on the 1 March. An outcome is due to be announced in June and the team are hoping for a £1m-3m grant in support of the capital costs of the Pears Maudsley Centre for Children and Young People.
- In January, the first Kingsmaker Guild stewardship report was sent to 120 alumni who engage with this scheme and support students at King's with a gift of over £1,000 per year. This report highlighted the impact they have had over the last year and has so far brought in an additional £6,000. The first anniversary of the Kingsmaker Guild is in March, when alumni will be asked to renew their membership.
- The KCL Direct Marketing Autumn Hardship campaigns have now raised over £65,000 from 572 gifts to provide student support.
- The Alumni Team hosted a stand at the graduation ceremonies in January, with 3,200 graduates registering for a free e-video clip. The video received up to 45,000 page views, and importantly 76% of graduates opted in to hear from the alumni team. Across Facebook, Twitter and Instagram, the alumni team posts reached 83,073 views.
- An email was sent to all alumni to inform them that the President and Principal has announced that he will complete his term of office by the end of the academic year 2020-21. The email had over 42,000 opens, with an open rate of 34.8% (vs 28% on average). There were over 1000 total clicks and a comment via Twitter:

Guy's and St. Thomas' Trust

F&SD provides fundraising support to GSTT's agreed strategic priorities, principally Evelina London Children's Hospital and Guy's Cancer. Trustees of the Guy's and St. Thomas' Charity approved a new fundraising strategy in December 2018, which doubles the Charity's investment in fundraising resource and activities in F&SD, which in turn is expected to double the level of income raised over a four-year period. A dedicated GSTT fundraising team is being created within F&SD and the team is developing new ways of working to ensure the maximum benefit for all fundraising priorities.

The priorities for GSTT will have some overlap with KCL/KHP in a number of areas including, for example, mental health and child health.

Key recent activities for GSTT include the following:

- Following successful re-engagement of the Rothschild family, Sir Evelyn de Rothschild and the Eranda Rothschild Foundation have confirmed a £1.6m gift to support a Nursing Scholarship Programme at Evelina London Children's Hospital over ten years.
- In February, F&SD internally launched the 2020 St Thomas' Abseil to GSTT staff with a special focus on nurses and midwives in light of the International Year of the Nurse and Midwife. More registrations were received in the first week than ever before, with over 100 people signing up.
- The Direct Marketing team are developing a new look impact report for Guy's and St Thomas'. The report will demonstrate how donations are making a difference to the lives of patients and staff and will be mailed out to approximately 15,000 supporters in March.

Recent significant gifts (where agreement has been signed)

F&SD is making progress across a range of priorities and this section reports on gifts where a formal agreement has been signed by the donor in the period since the last report to Council (these are in addition to gifts mentioned earlier in this report).

1) £300,000 legacy gift, Nicholas Egon

- Following three years of legal discussions regarding the estate, a £300,000 restricted legacy gift has been received from the Egon family for the Centre of Hellenic Studies.

2) £700,000 pledge, Michael Rapp

- The gift will go towards the purchase of an Intuitive DaVinci Xi dual console robotic surgery system for the urology team at Guy's Hospital.

Diversity & Inclusion Update

Equality, Diversity & Inclusion underpins Vision 2029, a guiding principle of which is to ‘create an inclusive environment where all individuals are valued and able to succeed. King’s is striving to embed inclusion to provide an outstanding educational experience and to be an employer of choice. ED&I plays a key role in attracting and retaining talented staff and students and enables all staff and students to succeed. The broad reach of our work continues at pace.

We work across six themes:

- Legal compliance and supporting the HR transformation
- Governance, executive management and leadership, including data driven insight and functional alignment
- Inclusive culture – promoting benefits of inclusive behaviour and tackling bullying harassment and discrimination
- Disability inclusion
- Education, awareness and development
- Recognition, through Athena SWAN, Race Equality Charter Mark and Stonewall.

Strategic Objectives

- To be intersectional by default
- To develop a more inclusive culture via more capable, inclusive leadership and management so all parts of the community feel valued and able to succeed
- To diversify Senior Leadership
 - Increase proportion of women in senior and leadership positions
 - Increase proportion of BME colleagues in senior and leadership positions
- To ensure representation of protected groups of staff is proportionate throughout all Professional Services and Academic grades, especially for BME staff
- To address the Ethnicity Pay Gap
- To address the Gender Pay Gap
- To promote benefits of inclusive behaviour and to ensure there are mechanisms and processes which will hold people accountable for unacceptable behaviour

Governance, executive management and leadership

The Equality, Diversity & Inclusion Committee is now well established, and reports to SMT. The accompanying ED&I Forum co-chaired with KCLSU is in development to be launched ahead of September as a parallel, democratic sounding board and communication path for EDIC.

This means the highest level of ED&I governance has direct oversight by SMT.

EDI delivery and resourcing – the New Operating Model

ED&I are evaluating the implementation of the new operating model. This will involve gathering data from stakeholders in faculties (and EDI practitioners) in February. Over March and April, analysis and reflections on the data will form conclusions and recommendations which will shape delivery of future transformation activity.

Inclusive Culture – Dignity at King's

The *Dignity at King's - Acceptable Behaviour Policy Covering Bullying, Harassment, Discrimination and Victimisation* is in development alongside a suite of policy and regulation reform. This is a vital step in a university wide approach to tackling inappropriate behaviour.

Disability Inclusion

There is a programme of activity to achieve compliance with the disability accessibility regulations. Compliance requires cross university working and the design and development of ongoing maintenance and governance processes.

The Accessibility working group has identified priority/higher risk areas for focused attention.

The overall approach and progress was reported to the Audit, Risk & Compliance committee earlier in the year and a follow up report will be made in due course.

Communities and Networks

King's Staff Networks have been active hosting or planning events. Proudly King's has marked LGBT+ History Month with several blogs and events, including an intersectional LGBT+ and religion event, and LGBT+ age events. The Race Equality Network held two events for Holocaust Memorial Day inviting Auschwitz survivors as keynote speakers. Elevate (alongside GIWL and other areas of the university) will be celebrating International Women's Day through interactive sessions.

Recognition

King's Athena SWAN self assessment is due in April 2020 and the Race Equality Charter Mark is due in July 2020. To support our Athena SWAN and REM ambitions, a detailed paper was due to be presented to SMT in late February.

This joint approach between gender and race equality recognises the intersectionality of ED&I work. This means we understand that we all hold many overlapping characteristics, and activity to reduce barriers for any group needs to appreciate the multiple dimensions. That is, if we are to increase women's participation in senior roles, we will need to consider *all* women, women of colour, disabled women, trans women etc so that any intervention creates a more level playing for all.

King's holds an institutional Bronze award for Athena SWAN. Maintaining our Institutional Bronze award is essential. We are required to hold an award at University level to maintain the faculty silvers held by all Health Faculties, upon which NIHR funding is contingent (c. 120M over 5 years). However, in 2020 we are aiming to achieve a Silver award at university level. Silver accreditation has to be our goal, partly to maintain our credibility amongst our key competitors, such as UCL, Imperial and QMUL but more importantly because it is a business and moral imperative to achieve gender equality.

We need to optimise our talent pipeline to achieve our academic ambitions. Unlocking the talents of women and BME staff will increase productivity and innovation. Athena SWAN Silver provides us with significantly more powerful evidence for the REF2020 environment statement in contrast to Bronze status which will have a much less persuasive impact in terms of the perception of our environment and codes of practice.

To achieve Athena SWAN Silver, **we need to demonstrate**

- **progress**
- **continued commitment in relation to resource**
- **intention to tackle the barriers and issues identified by our self-assessment to gender inclusion at King's.**

Council are asked to note

- There are significant identified barriers to gender and race equality and inclusion at King's
- The self-assessment has identified wide ranging recommendations and best practice to tackle the barriers
- This comprehensive set of recommendations and the associated costs will be discussed with SMT for their agreement and financial support.

Our data sources confirm there are gendered experiences within King's, and identify barriers to the full participation of women. More detailed information on the inputs into the Athena SWAN self assessment is available on request.

Inequalities frequently connected to these themes:

- Transparency
- Fairness
- Consistent practices across King's
- Supporting parents and carers
- Flexibility by default
- Leading by example
- Recognising differences and accommodating differences – in connection with gender, race, and also connected to roles, location, local culture, etc.

There were key areas where change is needed:

- Recruitment and Selection, and redeployment
- Flexible Working
- Recognition and Reward
- Line Manager Capability and Capacity, Management and Leadership
- Enabling Processes
- Celebration and Communication
- Culture
- Policies
- Research Staff Facing Actions
- Career Support
- Student Facing Actions

This item has been redacted

Novel Coronavirus – latest guidance

Dear Colleagues,

We understand the global spread of novel coronavirus (COVID-19) and the uncertainty this brings is very unsettling and causing concern for all of us. Few of us may have experienced the current challenges we are facing, and we are having to be flexible and make unprecedented decisions as the situation evolves.

Many of you will know that our students have raised concerns about classes and assessments. Today, we will be sending a message to students outlining the actions we are taking, which you can read [here](#).

Based on government and PHE advice which we are continuing to follow, the university is open and all of us need to continue to fulfil our roles and responsibilities. I am chairing an oversight group to ensure we are taking all necessary precautions and preparing contingency plans for the potential health and academic impacts. As a world-renowned institution, we are in the fortunate position to be able to draw on the expertise and insights of experts across the university who are leading the Government's response to the outbreak.

We are concerned about the wellbeing of our staff and understand the anxiety some of you may have. I am aware of some specific concerns from staff over the course of the last few days. If you have underlying health conditions, please seek advice from your doctor or occupational health as you would usually and speak to your line manager. Those of you with caring responsibilities should refer to the university's [dependants leave procedure](#).

Some people have asked me about being open and transparent about confirmed cases. Where individuals are confirmed positive for novel coronavirus, we will take every precaution in line with Public Health England (PHE) guidelines and publish updates on the website. It is important that we are factual whilst respecting the privacy and confidentiality of individuals.

If you are unwell, we want to be able to support you. I'd like to take this opportunity to remind you that if you do think you need to self-isolate, you should do the following three things:

1. Use the [NHS 111 Coronavirus service](#) to confirm if you need to self-isolate
2. Notify King's by emailing questions@kcl.ac.uk
3. Notify your line manager/your department so they can make local arrangements to support you

You will only need to self-isolate if NHS 111 or a medical professional has confirmed you need to do so.

There is a lot of media coverage and misinformation, and it is natural that this is making many of you feel anxious. Please be assured, we will be ready to take further action should the risk level, currently at moderate, in the UK change. We are committed to

acting responsibly and proportionately ensuring our actions are informed by the very latest government and health services guidance. Please continue to rely on the information that we are providing through these updates and our [Coronavirus webpages](#) to inform you about the university's preparations and position. I would encourage all of you to check these pages regularly.

I will continue to provide weekly updates as the situation evolves. I would like to thank you for the support you are giving our students and each other during this unsettling time. This is a time for us to come together and by supporting each other we are confident in our ability to navigate this challenging and uncertain period.

As always, if you have any additional questions, please contact us via questions@kcl.ac.uk.

Best wishes,

CHRIS MOTTERSHEAD

Senior Vice President (Quality, Strategy and Innovation)



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Novel Coronavirus – latest update

Dear Colleagues,

On Wednesday, I wrote to you all to provide an update on novel coronavirus (COVID-19) and committed to keep you informed as we prepare, react and make changes to what is a rapidly evolving situation.

The university remains open, but we are starting to transition into more flexible working. As part of this planning we will shortly be implementing new actions to reduce potential exposure to novel coronavirus.

From Monday 16 March, with immediate effect:

1. **Teaching:** week beginning Monday 16 March will be the last week of classroom and lecture based teaching. Teaching sessions for taught students will be delivered online from 23 March 2020. There will be no teaching on campuses until the beginning of May 2020. The situation will be reviewed regularly. There may be some exceptions to this policy in Clinical Faculties, for example where term dates differ. Students will be informed about specific plans for clinical and lab teaching in the next few days.

Exams and assessments will take place remotely after Easter, except where professional bodies are involved. Faculties will let students know what the arrangements are in these circumstances.

2. All **international travel for business purposes is suspended** until further notice, but at least until the end of April.

Personal travel: the decision to travel abroad for personal reasons is ultimately yours but we urge you to ensure that you are well informed and have travel insurance before travelling. Please consider very carefully current health advice and travel restrictions.

3. All university **events, gatherings or meetings with over 50 people are to be offered virtually, postponed or cancelled** until, at the very earliest, the start of May 2020.
4. **Recruitment:** interview panels scheduled for week commencing 16 March should continue as planned, subject to no international travel.

From 23 March, only essential recruitment (this means recruitment directly related to the student experience and/or roles related to regulatory or compliance) can proceed with interviews taking place remotely where possible.

5. **Flexible working:** line managers have local discretion to use flexible working, and a streamlined policy is being put in place. More information on how to work remotely is available on the [Digital Skills Hub](#). Some teams have already started to

test remote working and we would strongly encourage others to do the same.

6. **Research:** where possible you should prepare to pause lab based and clinical research work by Monday 23 March 2020. Further guidance will be provided to faculties to help researchers make decisions.

As part of our contingency planning it's really important that everyone has an up to date emergency contact and their personal phone number in the HR system. Please make sure these details are correct by logging in to [HR digital services via this page](#). If you've not already registered for your account, please email hrdss@kcl.ac.uk.

These are obviously significant steps that we are taking which will cause disruption. We nonetheless feel that this is the best course of action to protect our community of staff, students and visitors during this challenging and unsettling time.

We are working in extraordinary and uncertain times and we all need to pull together as we navigate what is a continually evolving situation.

We need to support our service desk who are responding to questions from staff and students. I would encourage you to please read the updates and check the [Q&A](#) in the first instance.

I will continue to email you regularly to keep you updated on changes.

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Best wishes,

CHRIS MOTTERSHEAD

Senior Vice President (Quality, Strategy and Innovation)



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Novel Coronavirus – latest update

Dear Students and Colleagues,

Following on from my message to you all on Friday 13 March, the Prime Minister has today announced some additional measures in an attempt to slow the spread of novel coronavirus (COVID-19). These measures include social distancing, working from home where possible and all non-essential travel stopped.

The university remains open, but we are accelerating our transition into more flexible working.

We anticipated these measures would be implemented, but they have been put in place quicker than expected. We have taken the decision to implement the following actions in line with the UK Government's latest guidance.

- Students:
 - We advise all students, including those of you overseas, to return home whether that it is to the UK or to your home country. We recognise that for some of you this will not be possible, and I want to assure you that we will ensure you are looked after and supported.
 - If you are in university accommodation and unable to go home, accommodation and other essential services will continue to be available to you should you need them.
- Staff:
 - All members of staff who are not required to come into the university to fulfil their role should work from home if possible. You can of course come and collect any essential personal items and things you need to support your ability to work remotely.
 - Lab based and clinical researchers should seek advice from their line manager or academic supervisor on pausing non-critical research. Further guidance on this is being provided.
 - Anyone who is concerned about friends or family should stay at home. If your role requires you to come onto campus, please discuss this with your line manager so we can support you and suitable arrangements can be made.

I know this latest announcement will be unsettling and will invite further questions. More details and information will be provided but I felt it was important to update you quickly.

We are ready to take these significant steps. We do feel that these actions are the right thing to do to protect our community of staff, students and visitors during this challenging period. We will continue to update [our website](#) with the latest guidance.

I would like to personally thank every member of our community for all they are doing to look out for their students, colleagues and friends in these exceptional circumstances.

My best wishes to you all,

CHRIS MOTTERSHEAD

Senior Vice President (Strategy, Quality and Innovation)



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A message from the Principal

Dear Students and Colleagues,

King's College London has been around for almost 200 years and has been sustained through difficult times in the past by a sense of community and indeed public service.

The weeks ahead are going to be among the most difficult we have experienced, certainly since the Second World War, and are the most difficult of my professional life. We have been planning for some weeks as to how we can best continue our university mission, educate and support our students and conduct research under radically changed circumstances.

I would like to thank our students for adapting to remote study so readily. The transition away from face to face learning has happened swiftly, and you have met this change openly. Together, we are all adapting to new ways of learning and working through this upheaval, and I appreciate your patience during the move to remote study.

I also want to thank everyone involved in this effort for your great work done to date and your willingness to adapt to more flexible ways of providing education and research. I would particularly like to recognise our many professional services staff, particularly those involved in our residences and the day-to-day running of all our buildings, who provide care and support for our students. While many of our residential students have returned home in recent days, our accommodation continues to be home for many, and they will be looked after in the weeks ahead.

Moving to more flexible learning and working has and will require ongoing ingenuity and flexibility from everybody. We are certainly rising to the challenge.

We have some 9,000 people in our workforce, some like me in an older demographic, and it is important as a community that we look after each other as much as possible in the weeks ahead. In the last few days, I have encouraged as many people as possible to work from home and faculties and professional service divisions are leading locally to ensure that the university remains open and access to core services continues.

Many of us will have to self-isolate for a period in line with the new Government guidelines. We have had some cases of proven Coronavirus in our community of staff and students and it is inevitable that many more will occur in the weeks ahead. Some members of our community will become very ill, especially those who are vulnerable. That is why it is so crucial that we come together as a community, perhaps in a way that we have not for many years. We must look out for and help each other. The stresses will be great, but I am confident that with our determination, spirit and shared values we will get through this incredibly challenging period with our sense of community enhanced.

The leadership team is, of course, continuing to meet regularly to ensure that collectively we manage the university through this time, and we will continue to keep everyone informed.

My thoughts and prayers are with you all.

My best wishes to you all,

PROFESSOR EDWARD BYRNE AC
President & Principal



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Novel Coronavirus – latest update

Dear Colleagues,

The situation with the novel coronavirus (Covid-19) continues to develop rapidly and measures to slow the progress of the virus continue to be implemented by the UK Government. Yesterday, the UK Government announced that all schools would close from Friday which brings another dimension to the need for flexibility for those of you with childcare responsibilities.

As you know, we are transitioning towards more flexible working and remote teaching to ensure we can continue our university mission, educate and support our students and conduct research. However, being in the heart of London, the need to protect our staff and students is our main priority.

From Friday 20 March we will start implementing plans to temporarily close some of our buildings until the beginning of May 2020 at the earliest. It is our intention to provide access until Friday 27 March for you to collect any personal or work items that you need. We would encourage you to collect items as soon as you can. Please be aware that you may not be able to access the buildings if the UK Government advises that London is in lockdown.

The residences will remain open, however, we are encouraging students who can go home to do so. Where that is not possible, we will of course continue to look after them.

I would like to emphasise that many research activities can continue, with staff and research students working flexibly and [accessing King's systems remotely where needed](#). A skeleton operation will remain for core facilities and the Biological Services Unit. There will be a more specific message to our research community coming shortly.

If you have young children at home when the schools are closed or have other caring responsibilities and are working at home, we know that you may be unable to commit to a full day of work. We understand that and thank you for your best efforts. You do not need to take annual leave to make up any perceived difference. Do what you can, ask for help and take care of your family. If you are unable to work at all because of caring for dependants, please talk to your line manager about dependant's leave.

As always, please continue to regularly check your KCL inbox and the [coronavirus pages](#) on the website for the latest updates and answers to questions. Your departments and line managers will contact you with more detailed information in relation to your roles and responsibilities.

I want to thank you again for your patience and support as we continue to navigate this challenging and unsettling time together.

.....
Keep safe,

CHRIS MOTTERSHEAD
Senior Vice President (Strategy, Quality and Innovation)



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Novel Coronavirus – latest guidance

Dear Students,

We understand the global spread of novel coronavirus (COVID-19) and the uncertainty this brings is very unsettling and causing concern for all of us.

The university remains open and we want to make sure everyone feels cared for and supported. Few of us will have experienced the current challenges we are facing, and we are having to make unprecedented decisions as the situation evolves. We are continuing to follow Government and PHE advice so we can monitor and plan accordingly and there may be further changes. Please make sure you check your KCL inbox and [our website](#) for the latest updates and advice.

There is a lot of media coverage as well as misinformation, and it is natural that many of you will feel anxious about the potential impacts of the virus and you will be concerned for your own health as well as that of your families, friends and loved ones at home and overseas. As the situation is evolving rapidly it is important that we continue to support each other.

Where individuals are confirmed positive for novel coronavirus, we will take every precaution in line with Public Health England (PHE) guidelines and publish updates on our website.

We are continuing to follow the latest advice from the UK Government, Public Health England and the Foreign and Commonwealth Office and updating our advice on our [Coronavirus webpages](#). I would encourage all of you to check these pages regularly.

Guidance on self-isolation

Our first priority is to ensure your health and safety and in order to support you and the King's community we ask that you continue to follow [King's](#) and [Public Health England's](#) guidance.

If you feel that you might need to self-isolate, you should do the following three things:

1. Use the [NHS 111 Coronavirus service](#) to confirm if you need to self-isolate
2. Notify King's by emailing questions@kcl.ac.uk
3. Notify your Personal Tutor/your department so they can make local arrangements to support you

You will only need to self-isolate if NHS 111 or a medical professional has confirmed you need to do so. In these circumstances the university will take appropriate actions to mitigate impact on your studies.

Guidance on your studies

I want to update you on the actions we are taking to ensure minimal disruption to your studies and to respond to concerns. Your faculties will be working through what this

means for each programme and module and will update you when they are able to confirm arrangements. As you will understand this is an unprecedented situation so please do bear with us as faculties put in place changes to support you.

Exams and assessments

Over the last week, many of you have raised concerns about your classes and assessments. Supporting the completion of your studies is paramount, but we recognise that this is an extraordinary situation and therefore we need to provide additional flexibility.

This includes alternative assessment arrangements for the main examination period scheduled between 27 April and 20 May 2020. For most programmes and modules, King's will not hold conventional unseen exams over this period. Alternative assessment formats and modes will be utilised. Your faculty and department will provide you with further information on these arrangements; please await further information from them. In all cases, King's will ensure that academic standards are maintained. Alternative assessments will take place over the same time period.

Some programmes may have different examination and professional and practice arrangements, which may need to remain in their current format. Again, you will be contacted by your faculty to confirm your assessment arrangements. Please follow your faculty's specific advice directly.

Teaching

The university will remain open and teaching will continue. If you feel that you need to leave before the end of term, please contact your department to notify them that you intend to continue your studies in a different location. The department should be satisfied that this flexible arrangement will not negatively impact your progression or prevent you from being awarded as expected. **Each decision will be taken on a case-by-case basis and we are putting a process in place for this. More information will be provided on this process as soon as possible.**

Departments can provide online learning materials to cater for the educational needs of students who are studying flexibly. This includes using existing online resources.

We understand the difficulties of accessing lab-based teaching remotely. Your faculties are looking at how best to support your learning outside of traditional environments should it prove necessary.

For those of you with clinical placements, your faculty will contact you if there are any changes.

Field trips and related overseas group activities

As a precaution we have taken the decision to cancel all non-UK field trips. Your faculties will be in contact with you soon with further details.

Placements or studies outside the university

If you are undertaking a placement or work-study outside of King's, you should follow the local guidance from your placement provider. If their guidance impacts your ability to continue your placement, please notify your Personal Tutor or department.

Easter travel

The decision to travel abroad is ultimately yours, but please make sure that you check the latest health and travel advice and have valid travel insurance.

- If you are travelling outside the UK, please check the [Foreign and Commonwealth Office \(FCO\) website](#) for the latest travel advice.
- If you are returning to the UK, please check the [Public Health England \(PHE\) guidance](#).

If you are planning to travel, please consider carefully the potential impact on your studies. You will recognise that it may impact your ability to complete your studies successfully if you need to self-isolate when you return to the UK. We will do what we can to mitigate the impact on your studies on your return.

Tier-4 visas

If you decide to travel back to your home country and are on a Tier 4 visa, please be aware that there may be an impact on your sponsorship if you are outside of the UK for an extended period. You are advised to follow the authorised flexibility process, which will be made available as soon as possible.

If you are concerned about your visa please speak to [Student Advice and Guidance Team](#), you can call the Student Advice Line on +44 (0)20 7848 7001 (Tuesdays between 13.00-15.00 and Fridays between 9.00-11.00) or contact advice@kcl.ac.uk.

Your wellbeing

The levels of uncertainty surrounding coronavirus can understandably cause concerns. If you feel emotionally impacted, please do make use of the support services, including those listed below.

- [Advice & Guidance Team](#) – For welfare support and advice relating to immigration status
- [Big White Wall](#) – 24-hour confidential online support and wellbeing service
- [KCLSU Advice](#) – Impartial academic advice for students with issues affecting their studies

We have received some reports of upsetting incidents of harassment directed towards some students. We condemn this sort of behaviour. At King's we are proud of our inclusive, welcoming and supportive community where any form of bullying and harassment are not tolerated. If any of you are a victim of a hate crime and feel comfortable reporting it immediately, we encourage you contact the Metropolitan Police on 999. Alternatively, you can report the incident to the Police [online](#).

These are unusual and uncertain times. Please be assured, we will be ready to take further action should the risk level, currently at moderate, in the UK change. We are committed to acting responsibly and proportionately ensuring our actions are informed by the very latest government and health services guidance.

As always, if you have any additional questions, please contact us via questions@kcl.ac.uk.

.....

Best wishes,

CHRIS MOTTERSHEAD

Senior Vice President (Quality, Strategy and Innovation)

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Novel Coronavirus – latest update

Dear Students,

I am committed to keeping you updated on the university's plans to respond to the global spread of novel coronavirus (COVID-19).

While the university remains open and we continue to follow Government and Public Health England advice, from Monday 16 March we will be moving into more flexible working. I wanted to share some of the key actions that we will be putting in place.

Teaching

Teaching sessions for taught students will be delivered online from 23 March 2020. This will remain until the beginning of May 2020. We will be reviewing the situation regularly. There may be some exceptions to this policy in Clinical Faculties, for example where term dates differ. You will be contacted over the course of next week by your relevant faculty and department about specific plans for clinical and lab teaching.

Exams

As you have already been [advised](#), exams and assessments will take place remotely after Easter, except possibly in some instances where professional bodies are involved. Again, your faculty will be in touch on what those arrangements are.

Clinical placements for Medical students

We will be suspending clinical placements for our medical students from today. The NHS is facing increasing pressure on services in response to the COVID-19 outbreak and by taking this decision, we are freeing up clinicians to focus on delivery of care. We will be providing students with a full programme of teaching activity using webinars and other measures, so that progress on the course is not interrupted. This suspension will be reviewed on a weekly basis and we hope to resume clinical placements as soon as the NHS is in a position to support them.

Events

All university events, gatherings or meetings with over 50 people are to be offered virtually, postponed or cancelled until, at the very earliest, the start of May 2020.

These are extraordinary and uncertain times and we are not taking these decisions lightly. We believe this is the best course of action to protect our community of students and staff. I appreciate you will have lots of questions, but please be assured that your faculty and department will be touch as soon as they can and once plans are in place.

As always, please regularly check your King's inbox and the [coronavirus pages](#) on the website for the latest updates and advice.

Best wishes,

CHRIS MOTTERSHEAD

Senior Vice President (Quality, Strategy and Innovation)



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Novel Coronavirus – latest update

Dear Students and Colleagues,

Following on from my message to you all on Friday 13 March, the Prime Minister has today announced some additional measures in an attempt to slow the spread of novel coronavirus (COVID-19). These measures include social distancing, working from home where possible and all non-essential travel stopped.

The university remains open, but we are accelerating our transition into more flexible working.

We anticipated these measures would be implemented, but they have been put in place quicker than expected. We have taken the decision to implement the following actions in line with the UK Government's latest guidance.

- Students:
 - We advise all students, including those of you overseas, to return home whether that it is to the UK or to your home country. We recognise that for some of you this will not be possible, and I want to assure you that we will ensure you are looked after and supported.
 - If you are in university accommodation and unable to go home, accommodation and other essential services will continue to be available to you should you need them.
- Staff:
 - All members of staff who are not required to come into the university to fulfil their role should work from home if possible. You can of course come and collect any essential personal items and things you need to support your ability to work remotely.
 - Lab based and clinical researchers should seek advice from their line manager or academic supervisor on pausing non-critical research. Further guidance on this is being provided.
 - Anyone who is concerned about friends or family should stay at home. If your role requires you to come onto campus, please discuss this with your line manager so we can support you and suitable arrangements can be made.

I know this latest announcement will be unsettling and will invite further questions. More details and information will be provided but I felt it was important to update you quickly.

We are ready to take these significant steps. We do feel that these actions are the right thing to do to protect our community of staff, students and visitors during this challenging period. We will continue to update [our website](#) with the latest guidance.

I would like to personally thank every member of our community for all they are doing to look out for their students, colleagues and friends in these exceptional circumstances.

My best wishes to you all,

CHRIS MOTTERSHEAD

Senior Vice President (Strategy, Quality and Innovation)



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A message from the Principal

Dear Students and Colleagues,

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The weeks ahead are going to be among the most difficult we have experienced, certainly since the Second World War, and are the most difficult of my professional life. We have been planning for some weeks as to how we can best continue our university mission, educate and support our students and conduct research under radically changed circumstances.

I would like to thank our students for adapting to remote study so readily. The transition away from face to face learning has happened swiftly, and you have met this change openly. Together, we are all adapting to new ways of learning and working through this upheaval, and I appreciate your patience during the move to remote study.

I also want to thank everyone involved in this effort for your great work done to date and your willingness to adapt to more flexible ways of providing education and research. I would particularly like to recognise our many professional services staff, particularly those involved in our residences and the day-to-day running of all our buildings, who provide care and support for our students. While many of our residential students have returned home in recent days, our accommodation continues to be home for many, and they will be looked after in the weeks ahead.

Moving to more flexible learning and working has and will require ongoing ingenuity and flexibility from everybody. We are certainly rising to the challenge.

We have some 9,000 people in our workforce, some like me in an older demographic, and it is important as a community that we look after each other as much as possible in the weeks ahead. In the last few days, I have encouraged as many people as possible to work from home and faculties and professional service divisions are leading locally to ensure that the university remains open and access to core services continues.

Many of us will have to self-isolate for a period in line with the new Government guidelines. We have had some cases of proven Coronavirus in our community of staff and students and it is inevitable that many more will occur in the weeks ahead. Some members of our community will become very ill, especially those who are vulnerable. That is why it is so crucial that we come together as a community, perhaps in a way that we have not for many years. We must look out for and help each other. The stresses will be great, but I am confident that with our determination, spirit and shared values we will get through this incredibly challenging period with our sense of community enhanced.

The leadership team is, of course, continuing to meet regularly to ensure that collectively we manage the university through this time, and we will continue to keep everyone informed.

My thoughts and prayers are with you all.

My best wishes to you all,

PROFESSOR EDWARD BYRNE AC
President & Principal



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Novel Coronavirus – latest update

Dear Students,

The situation with the novel coronavirus (Covid-19) continues to develop rapidly and measures to slow the progress of the virus continue to be implemented by the UK Government.

As you know, we are transitioning towards more flexible working and remote teaching to ensure we can continue our university mission, educate and support our students and conduct research. However, being in the heart of London, the need to protect our students and staff is our main priority.

Given the government's advice about stopping all but essential travel, we recommend that those of you that can go home, whether that is overseas or in the UK, should do so and I would encourage you to do this as swiftly as possible. If it is not possible for you to return home, please be assured that we will continue to support and look after you in our residences. If you are in private accommodation, please get in contact with advice@kcl.ac.uk if you need any support from us.

As expected, the number of people on our campuses has significantly reduced and as such, from Friday 20 March we will start implementing plans to temporarily close some of our buildings until the beginning of May 2020. It is our intention to keep Franklin Wilkins Building and New Hunts House libraries open, if possible. You will be able to access our online library services throughout.

As we have already shared with you, from Monday 23 March:

- All teaching sessions for taught students will be carried out remotely until at least the beginning of May 2020. There may be exceptions to this policy in Clinical Faculties, for example where term dates differ. Your faculties should already have been in contact about specific plans for clinical and lab teaching.
- Exams and teaching will take place remotely after Easter.

Postgraduate Research (PGR) students are an important community at King's and there are online [Q&As](#) available. Please speak to your supervisor(s) regarding any concerns and look out for local messages, in particular, from your Associate Dean for Doctoral Studies (Faculty PGR lead).

As always, please continue to regularly check your KCL inbox and the [coronavirus pages](#) on the website for the latest updates and advice.

I want to thank you again for your patience and support as we continue to navigate this challenging and unsettling time together.

.....

Keep safe,

CHRIS MOTTERSHEAD
Senior Vice President (Strategy, Quality and Innovation)



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King's College Council	
Meeting date	2 April 2020
Paper reference	KCC-20-04-02-06.2
Status	Final
Access	Public/Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for commercial interest or personal data

Coronavirus Update

Action required

- ☐ For approval
☐ For discussion
☒ To note

Executive summary

The paper attached is a report from the Acting Director, Health & Safety Services.

The Provost/Senior Vice President (Health), supported by the Senior Vice President (Quality, Strategy& Innovation), will provide a verbal update to the meeting.

Coronavirus Response – Report for Council

Introduction

King's set in motion measures to respond to the Novel Coronavirus outbreak in China towards the end of January. The approach has been to closely monitor Public Health England, Foreign & Commonwealth Office and UUK information and guidance and put in place appropriate arrangements to inform and advise staff and students.

Given the spread of the virus King's has recognised the significant potential impact on its activities and has begun to investigate and develop plans for mitigation under a COVID-19 Coordinating Group headed by the Senior Vice President (Quality, Strategy & Innovation).

Situation at King's as of 1700hrs 12th March 2020

Notifications of self-isolation *as of 1700hrs 12th March*. Below are tables indicating (a) self-isolation by Faculty/Directorate (b) COVID-19 test outcome by staff/student since 27th January 2020. (The images below are PowerBI reports which have just been developed and will be made available to members of the COVID-19 Coordinating group, Heads of Directorates and Faculty Operating Officers.) As of 1700hrs 12th March King's has had 3 positive COVID-19 test results (1 staff and 3 students).

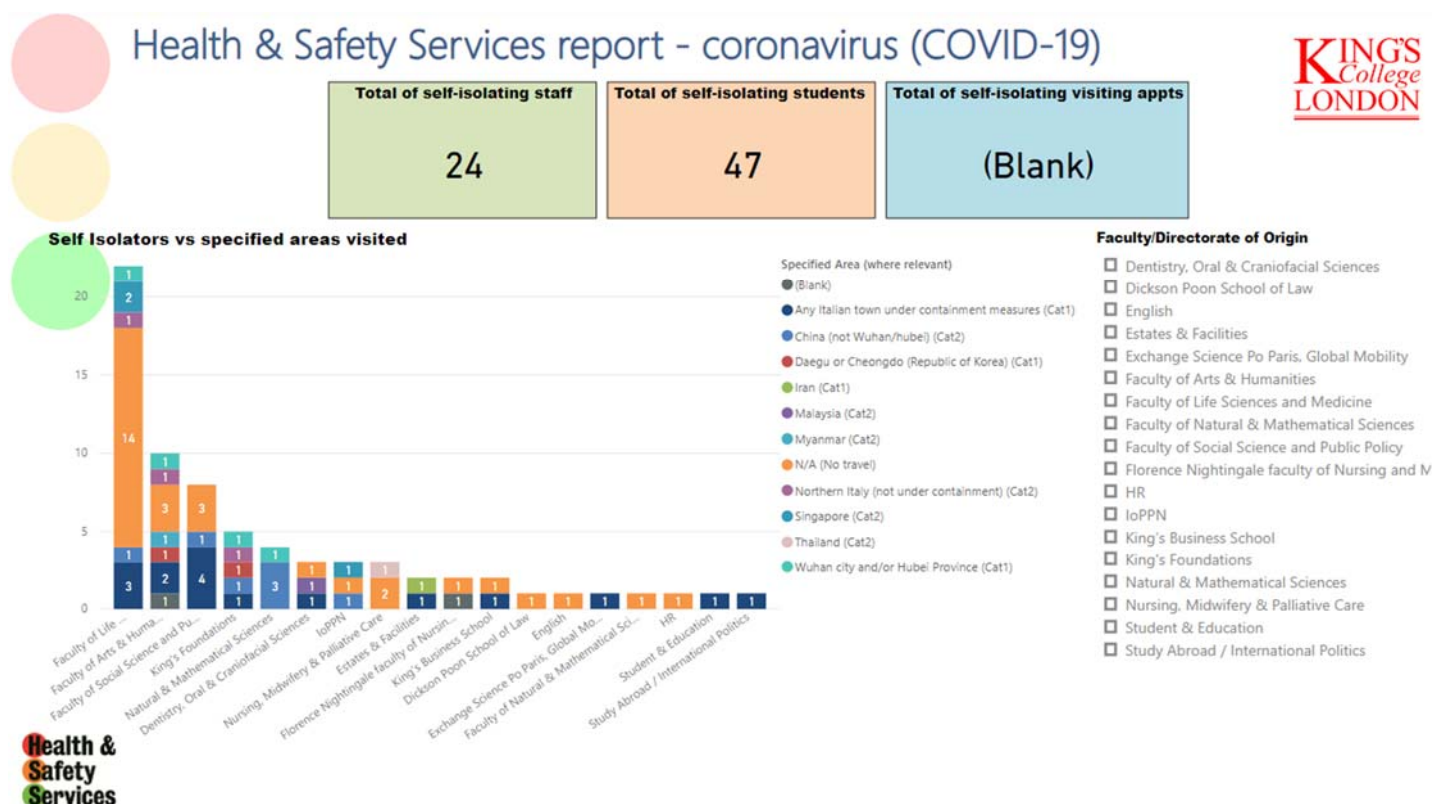


Figure a: Self-isolation cases by Faculty/Directorate as of 1700hrs 12/03/20

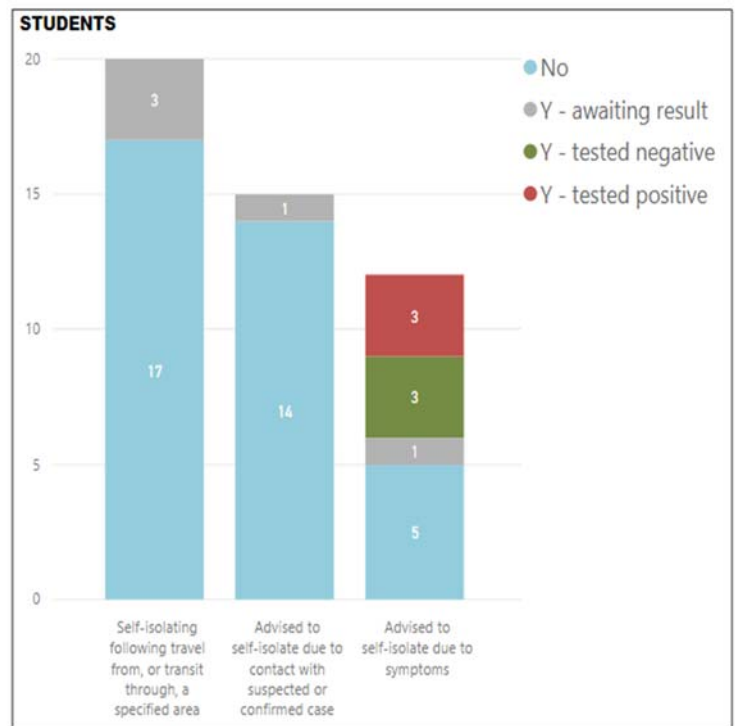
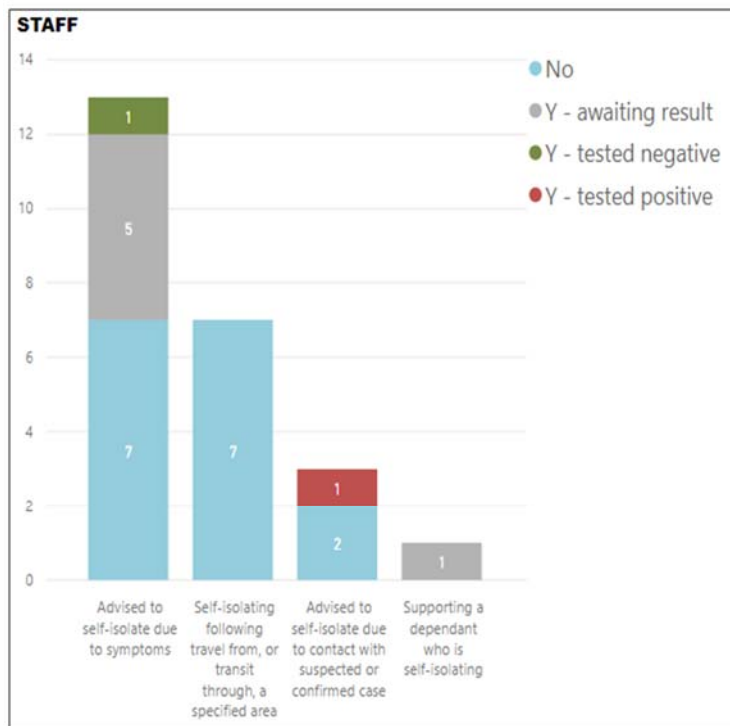


Figure b: COVID-19 test outcome as of 1700hrs 12/03/20

Numbers starting self-isolation

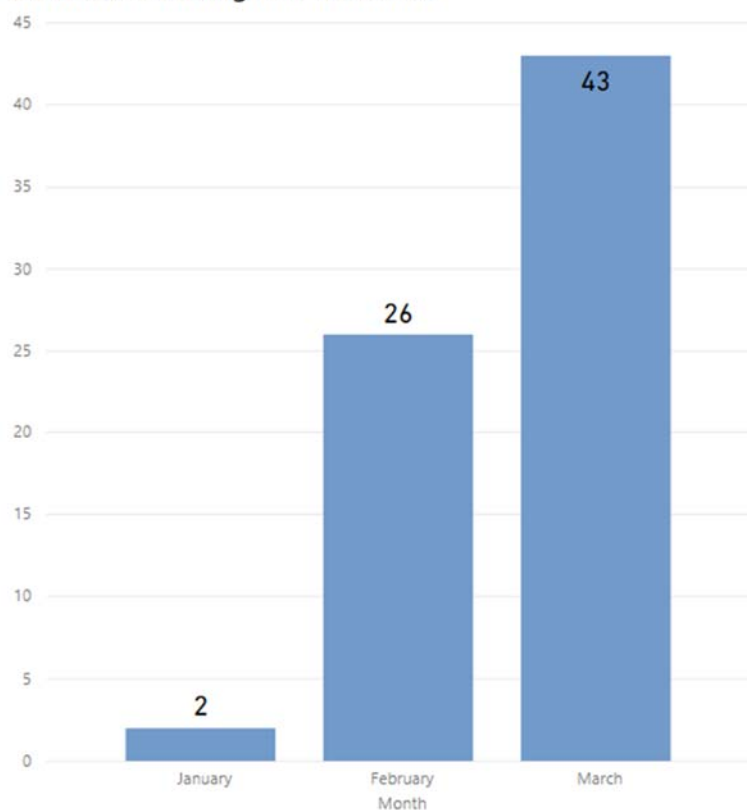


Figure c: number of individuals starting self-isolation as of 1700hrs 12/03/20

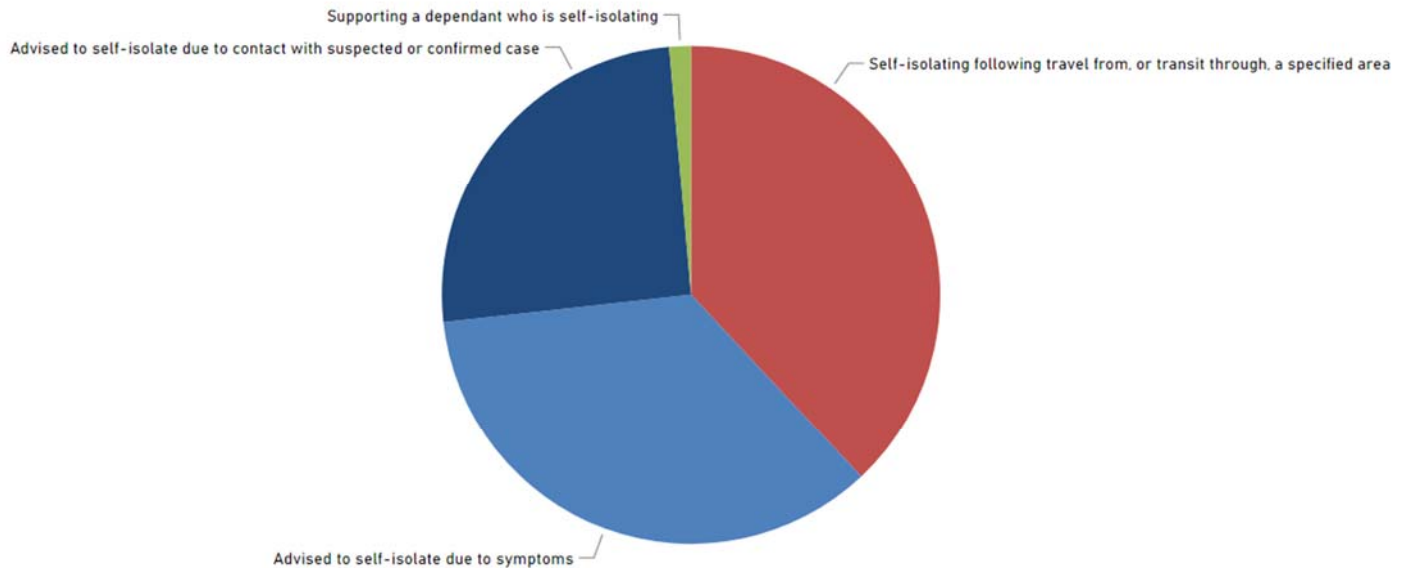


Figure d: Percentage reasons for self-isolation as of 1700hrs 12/03/20

King's Response Summary

Silver Incident Team

Timeline:

January

- Silver Incident Team was invoked to respond to the outbreak.
- Initial action - watching brief on official guidance and providing initial information and advice on a Questions Answered page to staff and students.
- Primary focus - travel from the Wuhan and Hubei and reassurance and advice to students from the region who were affected.

February

- Acting Director of Health & Safety Services (H&SS) asked to Chair Silver Team
 - KCLSU invited to join to ensure there was a student voice and to advise on communication methods to the student population.
 - Members of Silver Team liaising with key contacts in GSTFT and KCH Trusts, in particular business continuity leads and occupational health services.

March

- Coronavirus Co-ordination Group chaired by Senior Vice President (Quality, Strategy & Innovation) formed to review all King's activities and develop mitigation measure with Silver Team response retained to deal with immediate health aspects.

Communications:

- Dedicated [Questions Answered](#) page acting as the primary source of advice and information for staff and students which superseded an earlier basic webpage.
 - The page answers common concerns (initially with respect to return to UK for Wuhan and Hubei) and is updated as the PHE and FCO advice changes and the potential impact on King's activities and its community increases.
- H&SS have produced digital and hardcopy posters providing information on prevention of infection (handwashing), symptoms awareness and self-isolation requirements issued, revised and updated as FCO and PHE advice changes.

- Digital posters have been promoted through Corporate Communications, KCLSU and H&SS Microsoft Teams site for Local Safety Officers.
- Various guidance addressing the practicalities of self-isolation.
- The Team responds to queries raised through questions@kcl.ac.uk and advice@kcl.ac.uk
- Liaison with PHE where possible regarding confirmed cases (primary contacts H&SS Head of Biological Safety and Director of Corporate Communications). **Note:** *PHE are now not contacting King's regarding confirmed cases unless their risk assessment identifies that action needs to be taken at an organisational level. Close contact tracing and communication is being undertaken at an individual level.*

Disinfection measures:

- H&SS liaising with E&F Facilities to put in place disinfection measures.
 - Hand sanitiser has been ordered for location at entrances to all restaurants, cafes and computing rooms
 - Disinfectant wipes have been purchased for hotdesking areas
 - Regularly touched surfaces such as door handles, push plates and handrails will be cleaned with disinfectant periodically during the day.

Monitoring:

- Cornwall Service Centre (CSS) acting as the primary contact (via questions@kcl.ac.uk and 0207 836 5454) for reporting of self-isolation cases.
- Student Services have also been receiving communications from students who are self-isolating.
- Discussions 6th March between CSS and H&SS to agree and develop a more efficient way of collecting, disseminating and collating data on self-isolation using Microsoft Forms (MS Forms).
 - MS Form and notification Flow developed by H&SS and introduced 12th March.
 - Automated notifications containing details of self-isolation and reason are directed to Students Services, Human Resources (HR), Residences and H&SS as appropriate. Individuals who notify are automatically receiving links to detailed NHS “stay at home” guidance and encouraged to inform their personal tutor/academic supervisor/line manager. Student Services continue to support students by providing advice to all those self-isolating.
 - Positive tests are automatically notified to Director of Corporate Communications. On receipt of positive test notification HR or Students Services (as appropriate) will liaise with relevant Faculty/Directorate.
- H&SS is combining current MS form data with the information provided by Student Services and CSS to create PowerBi reports which will be made available to the COVID-19 Coordinating Group, Heads of Directorates and Faculty Operating Officers to show daily anonymised information on self-isolation.

Reporting to Office for Students

- 9th March *Office of Students* wrote to all universities to require that they report suspected and confirmed cases on a daily basis.
- King's was able to respond immediately due to monitoring work (above) by CSS and H&SS.
- H&SS is providing the College Secretary with daily updates on staff and students with suspected and confirmed symptoms.

COVID-19 mitigation

- Chair of Silver Team is a member of **COVID-19 Coordination Group** and is responsible for the personal health aspects of the mitigation measures.

Saccha Johnson
Acting Director, Health & Safety Services
12th March 2020

King's College Council	
Meeting date	2 April 2020
Paper reference	KCC-20-04-02-07.1
Status	Final
Access	Members and senior executives
FOI release	Subject to Redaction
FOI exemption	Redaction subject to s.43, commercial interests

Report of the Finance Committee

This report covers the matters reviewed at the Finance Committee meeting held on 12 March 2020, however, Council should note that the very exceptional circumstances relating to the impact of the COVID-19 pandemic have meant that circumstances have changed and in many instances have been superseded. The Committee Chair will provide a more up to date a verbal report at Council in conjunction with the university President and Principal.

Contents	Meeting at which considered	Consent agenda	Council action
1. Coronavirus	12 March 2020	Yes	Note
2. Debt Raising	12 March 2020	Yes	Note
3. Productivity Improvement Plan	12 March 2020	Yes	Note
4. Management Accounts	12 March 2020	Yes	Note
5. Champion Hill/Bristol Update on Costs	12 March 2020	Yes	Note
6. Indications for the Five-Year Plan	12 March 2020	Yes	Note

For Note (on the Unanimous Consent Agenda and not for discussion)

1. COVID-19

The Committee heard that a Gold Team had been established in addition to the Silver Team to oversee the management of the university's response to the coronavirus. Mr Chris Mottershead had been appointed as the key manager for the response, supported on the Gold Team by the other three Senior Vice Presidents who would also continue in their roles managing the ongoing business. The measures to be introduced the following day were reported and Members asked questions about these; many of these measures have now been superseded. Student satisfaction would be monitored throughout.

The Committee Chair expressed sincere thanks to the President & Principal and the whole the Executive for the huge progress made in such a rapid and secure manner. Planning included scenarios where the remote arrangements were in place beyond the summer into September, modelling was underway to provide a ladder-based set of data from the most modest to the most severe and would include: data on the number of students paying international fees and the effects of 25% of the postgraduate taught students being unable to attend in September; the potential impact on laboratory

research income; back office costs; costs of residences; and student compensation and assistance to return home. Some of the larger capital projects would continue to be developed wherever possible. Immediate planning was focusing on the short term, but there was parallel planning underway for the medium and longer term.

The Chair of Finance Committee concluded by stating that the executive should know with certainty that the Committee would provide support with any resources needed to protect the welfare of staff and students, enabling cash to be drawn down including the RCF as required.

2. Debt Raising

[REDACTED]

3. Productivity Improvement Plan

The Committee considered a report on the development of the Productivity Improvement Plan and the proposed reporting system and metrics.

[REDACTED]

non-financial metrics from within faculties and to engender a greater sense of accountability at levels below Executive Dean.

4. Management Accounts

The Committee considered the Management Accounts and financial forecast based on actual results to January 2020. [REDACTED]

Scenario analysis was being undertaken across the whole university in terms of cash position, encompassing cash and revenue, to identify areas that could generate the cash required for the coming year. [REDACTED]

[REDACTED] Given the high degree of uncertainty related to the COVID-19 impact, the Committee endorsed Finance maintaining a very cautious outlook.

5. Champion Hill/Bristol Update on Costs

The Committee noted a paper providing an update on the position with regard to the costs of resettling students from four of the five residence buildings at Champion Hill on the Denmark Hill campus. All of the affected students had been offered three weeks of their Champion Hill rental payments as compensation. The students had been offered the option of rehousing or the chance to cancel their accommodation contract with enhanced compensation. [REDACTED]

[REDACTED] This figure was likely to reduce further as a result of the choices being made by the students with regard to their accommodation.

6. Indications for the Five-Year Plan

The Committee considered a paper outlining the current performance and five-year forecasts which had been produced in order to update current thinking to identify some of the challenges to productivity improvement and budgetary control. Whilst the current underlying performance appeared reasonable without the Champion Hill and coronavirus costs, [REDACTED]

[REDACTED] The university required the right investment in infrastructure and greater BAU cost discipline in order to make the necessary improvements to reach its strategic goals. [REDACTED]

[REDACTED] The operating capital, maintenance activities were increasingly revenue orientated increasing the gap and need to create more surplus headroom. The intention was to take a detailed review of university activities and initiatives being undertaken and consider whether there were activities that should cease and additionally to develop from the target balance score card information a target financial operating model. The work being undertaken should be linked to the productivity improvement plan.

The Committee concluded that this initiative/process must be “owned” by all members of the Executive and should not be viewed at a Finance project. Finance’s role needs to focus on the provision of constructive unbiased challenge to the Executive coupled with the laying out the financial implications of strategic choices for the Committee.

King's College Council

Meeting date 2 April 2020

Paper reference KCC-20-04-02-07.2

Status Final

Access Members and senior executives

FOI release Subject to Redaction

FOI exemption Redaction subject to s.43, commercial interests

Report of the Governance & Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Selection Process for the President & Principal	18 March 2020	No	Note
2. Annual Review of Council Effectiveness (Annex 1)	18 March 2020	No	Note
3. Away Day Agenda	18 March 2020	No	Note
4. Committee Appointments	18 March 2020	Yes	Approve
5. Review of Committee Vacancies	18 March 2020	Yes	Note
6. Joint Meeting Arrangements for Finance Committee and Estates Strategy Committee	18 March 2020	Yes	Note

For Note

1. Selection Process for the President & Principal

The Chair of the Governance and Nominations Committee will provide a verbal update to the meeting. The Committee received an update on progress from the search agents, Perrett Laver, discussed the candidate brief and considered the schedule and flexibility required under the current period of social distancing. It considered the outcomes of the extensive consultations held with the King's community and interactions with potential candidates to date. The schedule for discussions with candidates was being flexed to enable additional time for remote interactions with candidates in the current external environment, but it was hoped, at the time of the meeting, that the end point would remain unchanged. The Chair of Council would discuss the candidate brief with all independent members of Council in advance of the 2nd April Council meeting.

2. Annual Review of Council Effectiveness

Nine of the 18 Council Members had responded to the survey for the annual review of Council Effectiveness by the time of the meeting. The Committee considered a summary of the issues arising from the responses received and agreed that it would consider these again at its June meeting once further responses were available. The summary of responses received to date is attached at **Annex 1**.

A full discussion and set of recommendations would be presented to Council in due course, but in the interim the following issues had surfaced as key and were discussed:

- On the fundamental role of Council comfort could be taken from the positive feedback on the atmosphere of trust, and sound relationships between the governing body and the executive. However, there was a significant body of opinion supporting the need to devote more/regular time to strategy and long-term issues, and to review decision-making processes around major financial decisions.
- Council papers had improved in recent times and were more digestible, but there remained room for improvement. Papers needed to be yet shorter and more focused and provide more time for strategic discussion. Some ideas were put forward, for example the extension of the cover paper to explain the fit with Strategy and author contact information on each paper.
- The Committee strongly supported implementing fully the decision of the 2018 Governance Review to hold regular, informal independent member-only discussion, both independent members only, and independent members plus the Principal, noting that staff members had more opportunity to meet regularly. It was noted this mechanism was used routinely in corporate governance and widely in the charity sector. The Director of Governance Services noted that independent members could meet as they wished, but it would be important to be clear that such discussions would not be decision-making and would have no Secretariat present. This was readily accepted.
- A couple of such informal meetings with the Principal had been since 2018. The Committee decided, based on the advice of the Council Chair, to hold the next such discussion prior to the Council meeting on 2 April 2020 [REDACTED]. The Chair and College Secretary would then agree a timetable for future independent members discussions and get them into members' diaries.
- The Committee was of the view that the number of attendees should be reduced and the size of the table reduced as had previously been agreed in order to achieve a degree of intimacy and enhance the quality of discussion. To this end it suggested that non-Council members, including Vice-Principals and Vice Presidents, should only be present for items they had a direct interest in. The Principal had agreed to return to the Committee with some suggestions.

3. Away Day Agenda

The Committee discussed topics and structure for the Council's Away Day.

[REDACTED]

[REDACTED]

[REDACTED]



For Approval (on the Unanimous Consent Agenda, not for discussion)

4. Committee Appointments

- Motion:
- (i) That Steve Large, Senior Vice President (Operations), be appointed as a staff member of Council.
 - (ii) That Sir Jon Coles, Independent Council Member, be appointed to the Fundraising Ethics Review Group.

For Note (on the Unanimous Consent Agenda, not for discussion)

5. Review of Committee Vacancies

The College Secretary, working with the Council and GNC Chairs and others, would consider the membership of its committees and the assignment to each for members of council (staff and independent) and would bring forward a slate of proposals for consideration at its next meeting and recommendation to Council in June. Committee chairs and affected Council Members would be consulted prior to any recommendations being presented.

6. Joint Meeting Arrangements for Finance Committee and Estates Strategy Committee

The Chairs of the Finance Committee and Estates Strategy Committee would discuss the optimum mechanism for the meetings of the two committees and the joint meetings. They would report any recommended changes to current practice.

Nigel Sheinwald
Chair of Governance and Nominations Committee
25 March 2020

This item has been redacted

King's College Council

Meeting date	2 April 2020
Paper reference	KCC-20-04-02-07.3
Status	Final
Access	Members and senior executives
FOI release	Subject to Redaction
FOI exemption	Redaction subject to s.43, commercial interests

Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Curriculum Commission report on Portfolio Simplification	5 February 2020	Yes	Note
2. Equality, Diversity and Inclusion (Annex 1)	5 February 2020	Yes	Note
3. Research Integrity	5 February 2020	Yes	Note
4. National Institution for Health Research Competition Submission	5 February 2020	Yes	Note
5. Ethical issues concerning SUSTech (Annex 2)	5 February 2020	Yes	Note
6. Academic Board Subcommittee reports	5 February 2020	Yes	Note
7. Other items to note	5 February 2020	Yes	Note

For Note

1. Portfolio Simplification (*Academic Board papers available on request*)

Academic Board approved the next tranche of recommendations by a majority show of hands, with six votes against. The Chair encouraged those who had voted against to engage with the Vice President (Education) about their concerns. The recommendations were for changes to in-scope programmes and modules made by the Curriculum Commission in connection with the Portfolio Simplification process, the majority of which were module recommendations from the Faculty of Arts and Humanities. The remaining recommendations from Arts & Humanities and all other outstanding recommendations would be brought to the April meeting of Academic Board. Academic Board members raised the following issues in discussion:

- Responses had been received from some members of the Arts and Humanities Faculty expressing concern about the modules proposed for decommissioning. These members felt that the process was threatening areas that were central to research and removed specialisation that might be required for professional qualification. They believed that specialists, and sometimes heads of departments, had not been included fully in the decision-making.
- The Dean of the Faculty of Arts and Humanities reported that a conversation around the issues of concern expressed had begun and would be taken forward within the Faculty. Substantial work had been undertaken in making the recommendations. The discussions had been intense and the majority of the proposals made by the departments. The process had been more consultative than the Dean had observed in other institutions, but it was inevitable with such a complicated exercise that there would not be full agreement with every outcome and compromise was necessary.

2. Equality, Diversity and Inclusion (*see Annex 1*)

Academic Board now receives regular reports from the Director of Equality, Diversity & Inclusion. The report provides an update on milestones reached and current and future work. Major milestones included the publication of the ED&I Annual Report and the inaugural meeting of the innovative Race Equality Board. Future work would include focus on digital accessibility and would continue to focus on gender equality and inclusion. A review of the policy framework was underway which would include a bullying/harassment policy. As outlined in the ED&I annual report, the previous years' projects had included work on gender and ethnicity pay gaps, and race equality.

The Equality, Diversity & Inclusion team works across six intersectional themes: (i) Legal compliance and supporting the HR transformation; (ii) Governance, executive management and leadership; (iii) Inclusive culture; (iv) Disability inclusion; (v) Education, awareness and development; and (vi) Recognition, through Athena SWAN, Race Equality Charter Mark and Stonewall.

The overall university Athena Swan application would be submitted at the end of April with the aim of achieving a silver award having held bronze for some time. Progress had been made towards the silver award, but there remained significant work to be done. . Failure to achieve an award of bronze at institutional level would affect the awards received in constituent departments and faculties.

3. Research Integrity (*Academic Board papers available on request*)

Academic Board endorsed the approach outlined by the College Research Committee to improve and support research integrity by: (i) developing engagement for research integrity; (ii) developing of training in research integrity; and (iii) Increasing resources to support research integrity. There was increased scrutiny of the conduct of research in the Sector and there were increased instances of failures of good practice/research misconduct within King's which suggested that understanding of current research governance and good research practice was not consistent. Research training would require different content in different areas of the university. There would be research integrity champions within the faculties, usually the vice deans research, who would ensure that the training was appropriate to the discipline. Where an issue was upheld, it would be forwarded on to the appropriate disciplinary panel for a decision to be made on a case by case basis. Two models had been considered for the additional resource – embedded within faculties or centrally-located - and the clear preference had been for faculty champions to be created.

4. National Institution for Health Research Competition Submission (*Private & Confidential*)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5. Ethical Issues concerning SUSTech *(see Annex 2)*

Academic Board had noted that ethical issues and the role of the General Medical Council (GMC) would need to be covered in the joint quality assurance and academic regulatory framework with the Southern University of Science and Technology SUSTech when considering the framework in December 2019. The Board had also agreed that a comprehensive statement around the ethical issues of doing business with China should be developed to be led by Professor 'Funmi Olonisakin, Vice-Principal & Vice-President (International) with assistance from Professor Kerry Brown of the Lau China Institute. Professors Olonisakin and Brown reported that they were drafting a comprehensive statement around the ethical issues of doing business with China. The draft would be discussed by the Senior Management Team on 12th March and the College International Committee on 22nd April before being presented to Academic Board on 29th April. The statement would take the form of a risk framework around the following set of principles: (i) maintaining a consistent line on freedom of speech and the autonomy of UK universities; (ii) avoiding any form of over-dependence on the People's Republic of China but seeking balance; (iii) conducting risk assessments for any King's students or staff travelling to and/or working or studying in China and clarifying protocols for dealing with any problems with staff or students while in China; (iv) recognition of the wider geopolitical context, especially US/China relations and acknowledging that finding a balance between working with the US and China may not always be possible; and (v) explicit statements of the ethical principles underpinning research and education and recognising the risks related to assuming that these are shared and agreed.

The SUSTech project was well advanced having been through the representative panel that reviews all international projects from an ethical/safety perspective. This framework would provide a mechanism for other new projects to be assessed, but would also be used for regular reviewing existing projects.

6. Academic Board Subcommittee reports *(Academic Board papers available on request)*

Reports were received from the College International Committee, the College Service Committee and the College Education Committee. The following key items were discussed:

Lecture Capture

Academic Board approved the amended Lecture Capture Policy for a further year by a majority show of hands. It noted that the amendments were editorial and added greater clarity. In discussion some members questioned the evidence for the benefits of lecture capture and voiced concerns about Intellectual Property Rights and also about students giving module evaluation when they had chosen not to attend lectures in person. It was noted that these issues had been considered in detail at the time that the policy had been introduced and that the student body was strongly in favour of having lecture capture as an option. Academic Board would discuss the benefits and issues of the Lecture Capture Policy at a future meeting.

Undergraduate External Examiner Report

Academic Board approved recommendations proposed by the College Education Committee, arising from the external examiner reports. Academic Board could assure Council that the academic standards were being appropriately upheld.

Using Module Evaluations in PDRs

The VP (Education) had had extremely positive meetings with UCU about this issue and would be going back for further discussions within Faculties, and would make a full report to the next meeting of the Board. Guidance on the use of the data in performance development reviews would be brought back to Academic Board for consideration before implementation and the Board would receive updates on

the implementation of the policy. Members who had comments were invited to direct these to the College Secretary.

7. Other items to note

- (i) Principal's report - The majority of issues covered in the Principal's report are covered in the Principal's report to Council. Academic Board considered the meaning of decolonising the curriculum which was currently being explored across the staff and students of King's. The VP (International) reported that the literature around decolonisation was rich and contested and included: issues of worldview; power dynamics in the classroom between faculty and students and among the students themselves; and issues of content. Internationalisation at King's must go beyond the presence of international students to involve all staff and students being able to see the world through the eyes of others. Academic staff would need to develop pedagogy that meets students' needs inside and outside of the classroom addressing intersectional views beyond race to include class, gender and world views of all sorts. A full discussion on decolonising the curriculum would be scheduled for a future meeting of the Academic Board.
- (ii) Quinquennial Review from the Department of Theology and Religious Studies - A light touch review is undertaken for Departments that have approached five-years since the previous quinquennial review and such a review had been undertaken for the Department of Theology and Religious Studies. The Review outcomes reflected the incredible trajectory of the Department and showed that it was moving in the right direction to define what this discipline can be in the modern world.
- (iii) Update on Bush House – The College Secretary reported that the university had received a decision from the Information Commissioner's Office (ICO) concerning the privacy breach in March 2019. In view of the review, actions and training undertaken within King's subsequent to the breach, the ICO had decided not to take any formal regulatory action. The Bush House Implementation Steering Group would continue to work on the recommendations of the Gibbs report into the incident and would bring forward an update on progress to the Academic Board in due course.

Equality, Diversity, Inclusion

Executive Summary and Key Developments

The Equality, Diversity & Inclusion function have reached major milestones, including publication of the EDI Annual Report¹, and the inaugural meeting of the innovative Race Equality Board. These increase transparency and accountability.

King's must continue to focus on digital accessibility so that disability or specific impairments do not present barriers to learning.

Our efforts university-wide on gender equality through Athena SWAN consultation channels have been insightful and build a compelling case to improve gender inclusion.

Introduction

Equality, Diversity & Inclusion underpins Vision 2029, a guiding principle of which is to 'create an inclusive environment where all individuals are valued and able to succeed.' King's is striving to embed inclusion to provide an outstanding educational experience and to be an employer of choice. EDI plays a key role in attracting and retaining talented staff and students and enables all staff and students to succeed. The broad reach of our work continues at pace.

We work across six themes:

- Legal compliance and supporting the HR transformation
- Governance, executive management and leadership, including data driven insight and functional alignment
- Inclusive culture – promoting benefits of inclusive behaviour and tackling bullying harassment and discrimination
- Disability inclusion
- Education, awareness and development
- Recognition, through Athena SWAN, Race Equality Charter Mark and Stonewall.

Strategic Objectives

- To be intersectional by default
- To develop a more inclusive culture via more capable, inclusive leadership and management so all parts of the community feel valued and able to succeed
- To diversify Senior Leadership
 - Increase proportion of women in senior and leadership positions
 - Increase proportion of BME colleagues in senior and leadership positions
- To ensure representation of protected groups of staff is proportionate throughout all Professional Services and Academic grades, especially for BME staff
- To address the Ethnicity Pay Gap
- To address the Gender Pay Gap
- To promote benefits of inclusive behaviour and to ensure there are mechanisms and processes which will hold people accountable for unacceptable behaviour

¹ <https://www.kcl.ac.uk/hr/diversity/di-at-kings/di-annual-report-19-20-final.pdf>

Governance, executive management and leadership

The Equality Diversity & Inclusion Annual Report was published in December 2019. This report shows the valuable EDI work within King's, showcasing our successes and achievements across the University.

We want Council to be informed and have a broad view of the work of EDI within King's College London. Please read this report, which can be found at <https://www.kcl.ac.uk/hr/diversity/di-at-kings/annual-report>.

The Equality Diversity & Inclusion Committee (EDIC) met in February, building on the momentum from their inaugural meeting in Autumn 2019. The EDIC is a central point of accountability for EDI.

Two new governance structures were established in January. The Race Equality Board (charged with oversight and accountability of King's race work) and the Race Equality Leadership and Action team (responsible for leading the self-assessment and preparing the Race Equality Chartermark application document) have formed and met as new teams.

EDI delivery and resourcing – the New Operating Model

The new EDI operating model has had a phased roll out across seven of the nine King's faculties, embedding six new practitioners across the university. As we move from launching our new model and service towards business as usual, we will be taking stock and evaluating how the model was implemented and how well it is working. This will help inform the future inclusion of IoPPN and FoLSM, and other large-scale EDI transformation projects.

Inclusive Culture – Dignity at King's

Dignity at King's is a priority for the university. We are refreshing the Dignity at Work/Bullying, Harassment and Victimisation Policy, to strengthen and clarify King's approach to tackling bullying, harassment, discrimination and victimisation.

The tiered stages of review, consultation and finalisation are planned for January to March and the final policy will then be submitted to SMT for approval.

The recent Wellcome Report <https://wellcome.ac.uk/reports/what-researchers-think-about-research-culture> provides sobering findings for all research intensive universities. The recommendations will be incorporated into the Dignity at King's evidence base and future actions.

Inclusive Culture – Communities and Networks

King's has five staff networks, Proudly King's (LGBT+ Network), Parents and Carers Network, Elevate (Gender Equality Network), Race Equality Network and Access King's (Disability Network). These valuable networks provide peer support and friendship, lead on specific History Months, and provide a sounding board for the university.

Disability Inclusion – Digital Accessibility

Inclusion and attainment rest on the quality of the student and staff experience. This in turn rests on their ability to access quality materials digitally. This has been a problematic area for King's. We now have an opportunity as we implement new regulations.

The Public Sector Bodies (websites and mobile applications No. 2) Accessibility Regulations 2018 came into force on 23 September 2018. These regulations aim to ensure that all digital platforms are accessible to people with disabilities.

In short, platforms and digital content created after 23 September 2018 should have been made accessible from 23 September 2019. Mobile apps need to be accessible by 23 June 2021, and new content should be accessible as standard.

This means that all existing and new digital content, from marketing materials, lecture content, careers resources, and many more, should be compliant.

A university wide Programme Board has been convened, chaired by Sarah Guerra (Director of EDI). Nick Leake (Chief Information Officer), Maxine Taylor (Director of External Relations), and Irene Birrell, (College Secretary) are sponsoring this work.

King's is not yet fully compliant and is taking a risk-based approach. The Programme Board are ensuring that the work is thoroughly scoped to ensure accessibility and continued compliance in the longer term. The aim is to achieve compliance over the entire period rather than focusing on the initial deadline. Phased compliance carries an inherent risk in terms of government scrutiny but this has been assessed to be a low risk. The more significant risks to King's relate to reputation and attainment impact of our students who rely on accessible digital content.

Twenty-eight high-priority platforms (i.e. high-volume student usage) have been identified and audited and we are looking to publish accessibility statements for these as soon as possible. As we learn more about what is required a business case for an increased level of resource prioritisation in this area may need to be approved.

Academic Board are asked to note this specifically and understand what is happening in their areas to support digital accessibility.

Recognition - Gender equality - Athena SWAN

The University's Athena SWAN Leadership & Action team (ASLA) are conducting the self-assessment at pace. ASLA is co-chaired by Professor Evelyn Welch, Provost and Senior Vice President for Arts & Sciences, and Dr Martin Kirk, Operations Director of RMID. Athena SWAN Silver requires a clear assessment of gender equality at King's, bold commitments for the future, and evidence of impact since the last submission in 2016. We are aiming to achieve a Silver level award in the April 2020 round. This timetable is being pursued to enable us to have achieved the award so it can be credited in our REF 2021 submission.

Throughout November and December, EDI organised Athena SWAN Discovery Cafés. These interactive, world café style events were to enrich our understanding of gendered experiences within King's. These findings were compiled fed into the Athena SWAN self-assessment and application.

Athena SWAN Engagement Packs were created to prompt faculties and directorates to interrogate and reflect on their gender data. The responses from faculties were strong, and demonstrated long term experience and maturity through prior experience with Athena SWAN self-assessments. Thirteen Directorates were requested to complete the exercise, with seven completing responses. These responses showed enthusiasm and willingness to engage with gender equality work, and we welcome them into a university-wide conversation on equality, diversity and inclusion.

The faculty and directorate responses will feed into the Athena SWAN application. Our self-assessment has shown us we have continued sticky areas around

- implementing recruitment and selection best practice
- the consistency of line management
- and uniformity of enabling flexible working across King's

These are areas which we will continue to focus on in this application and action plan.

Recognition – Race Equality Charter Mark

There have been several key developments in our Race Equality work, and we have a positive outlook as the university prepares for a July 2020 Race Equality Charter Submission to renew our Bronze Award, held since 2015.

This month, the Race Equality Board (charged with oversight and accountability of King's race work) and the Race Equality Leadership and Action team (responsible for leading the self-assessment and preparing the application document) have formed and met as new teams.

Black History Month was celebrated in October 2019; a record number of staff and students enjoyed a highly engaging programme of events and blogs led by King's new Race Equality Network. The month tackled issues of race and racism in a sensitive, challenging and thorough manner, recognising both how far we as a university and society have come and have yet to travel.

Recognition – Stonewall WEI

We are preparing for our second submission to the Stonewall Workplace Equality Index.

Helena Mattingley
Head of Equality, Diversity & Inclusion
March 2020



King's Black History Month 2019

Amma Asante Screening and Q&A





Akala presents *Natives*

Harold Moody: A King's College History Reclaimed



Screenings: A United Kingdom, Home, Paris is Burning, US, Red Tails, The Stuart Hall Project, BlackKlansman, Black Sheep, Praying the Devil Back to Hell, Get Out and Hidden Colours 5.

Talks: King's College London and Reparations for Slavery, Decolonizing Political Economy: transforming the university, Slavery and the City and Black Women in Athletics



Academic Board	
Meeting date	5 February 2020
Paper reference	AB-20-02-05-04.1
Status	Final
Access	Members and senior executives
FOI release	Subject to redaction
FOI exemption	Redactions relating to s.43, commercial interests

Ethical Considerations for Business with China and SUSTech

Action required

- ☐ For approval
☐ For discussion
☒ To note

Executive summary

When considering the joint quality assurance and academic regulatory framework with the Southern University of Science and Technology SUSTech at its meeting in December 2019, Academic Board noted that ethical issues and the role of the General Medical Council (GMC) would need to be covered in the framework and also agreed that a comprehensive statement around the ethical issues of doing business with China be developed to be led by the VP (International) with assistance from Professor Kerry Brown of the Lau China Institute. This paper addresses these two matters.

1. Statement Around Ethical Issues of doing business with China

A comprehensive statement around the ethical issues of doing business with China is being drafted by Professor Kerry Brown of the Lau China Institute and Professor 'Funmi Olonisakin, Vice-Principal & Vice-President (International). This will be discussed at SMT on 12th March and the College International Committee on 22nd April before being presented to Academic Board on 29th April.

A risk framework is emerging that includes:

- (i) Maintaining a consistent line on freedom of speech and the autonomy of UK universities.
- (ii) Avoiding any form of over-dependence on the People's Republic of China but seeking balance.
- (iii) Conducting risk assessments for any King's students or staff travelling to and/or working or studying in China and clarifying protocols for dealing with any problems with staff or students while in China.
- (iv) Recognition of the wider geopolitical context, especially US/China relations and acknowledging that finding a balance between working with the US and China may not always be possible.
- (v) Explicit statements of the ethical principles underpinning research and education and recognising the risks related to assuming that these are shared and agreed.

Related priority areas for operationalisation are also being scoped.

2. Amendment of the Joint Quality Assurance and Academic Regulatory Framework

The proposed joint quality assurance and academic regulatory framework with the Southern University of Science and Technology (SUSTech) has been amended to include a section on ethics:

Ethics

- 12.1 Students on the Joint Education Institute (JEI) programmes will be required to agree to a set of Terms & Conditions which will be developed for the joint programmes. It will include reference to provisions concerning academic honesty and integrity, which all students are expected to embrace as members of King's academic community.
- 12.2 As part of the planning of the joint MBBS programme, all the modules on the programme have been mapped against the General Medical Council (GMC) guidance document "Outcome for Graduates" which sets out what students need to learn during their time at medical school. The first main outcome - "Professional values and behaviour" – lists ways in which students demonstrate that they meet professional and ethical principles.
- 12.3 Students on the joint MBBS programme will be subject to the King's Student Professionalism Policy which sets out procedures for managing the professional behaviour of medical students including fitness to practice. This policy ensures that all students meet the expectations set out in the GMC's guidance "Achieving good medical practice: guidance for medical students".
- 12.4 King's staff working at SUSTech will be subject to King's contractual terms and conditions and King's policies. All King's staff are expected to conduct research responsibly, with ethical principles, to professional standards and in line with the UKRIO Code of Conduct for Research. Research should comply with any relevant legal and regulatory standards, and King's researchers have a responsibility to protect the rights, dignity, health, safety and privacy of research subjects.
- 12.5 The governance structure of the JEI will include an Academic Committee with responsibility for ensuring academic and ethical education in the JEI, and a Joint Ethical Review Committee with a neutral chair, as recommended by the King's Enterprise Risk Management Committee

Report of the Audit, Risk and Compliance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Audit, Risk and Compliance Committee Business Calendar (Annex 1)	03 March 2020	Yes	Note
2. Principal's Report	03 March 2020	Yes	Note
3. Internal Audit update	03 March 2020	Yes	Note
4. External Audit update	03 March 2020	Yes	Note
5. Value for Money	03 March 2020	Yes	Note
6. Compliance report	03 March 2020	Yes	Note
7. Risk presentation and discussion: IT Service Delivery	03 March 2020	Yes	Note

For note

1. Audit, Risk and Compliance Committee Business Calendar

The Committee discussed its forward business plan for the next three years. To enable this, the Committee considered past topics and current risks. It also looked at a straw-man schedule of risk topics for the meeting put forward by the Chair prior to the meeting. Previously, the Committee has looked at two risk topics at each meeting, but the focus going forward will only be one so that there was time to fully discuss each issue in the round without compromising on the discussions of the standing business.

Members concluded that many of the identified topics were linked to each other and the important topics would be covered by conversations about the Education and Research strategies, since those were at the heart of the core mission of the university. Likewise, the Size and Shape project reaches across a number of areas and potential discussion topics for the committee. Management agreed that all the relevant areas were covered for both the discussion topics for the Committee in the three-year cycle and the Internal Audit plan for the coming year. It was noted that it was important to include discussion of basic infrastructure issues as well as big strategy items because, without the basic infrastructure operating appropriately, the strategic goals would not be achieved.

Members considered the schedule for the discussion of risk topics and settled on a draft outline, which is attached at Annex 1. This list will be considered at each ARCC meeting in the future to agree that the next risk topic is the correct one still.

*Proposed calendar of discussion of focused risk topics – See **Annex 1**.*

2. Principal's Report

The ARCC discussed the three main current risks to the university (the Champion Hill refurbishments, Coronavirus and IT Security) under the Principal's report.

3. Internal Audit update

A number of Internal Audit reports were presented to the ARCC at a draft or interim stage this term, largely because a significant amount of audit work had been done in the Students and Education Directorate (SED)

and the Assistant Director of Business Assurance (Audit) was still working through the findings of those reviews with the newly appointed interim Director of SED. The committee considered the findings of reviews on:

- Booking processes in halls of residence
- Personal tutoring
- Student Records System follow-up audit
- Research Strategy
- Summer Programmes
- HR Case Management
- Health and Safety in Laboratories
- Preparations for HESA Data Futures

Two other reviews undertaken by PA Consulting as part of the IT Assurance Programme were considered by members as part of the broader discussion with the IT Executive on risks to IT service delivery.

With the exception of the HR Case Management review, the overall ratings in all of the reviews was 'improvement required'. The review of HR Case Management rated the activity as 'satisfactory'. Future Internal Audit reports will include updates on reviews where the overall rating has been assessed as 'significant improvement required'.

The Internal Audit annual plan would be brought to the next meeting of the ARCC after it had been taken through the management line by the Director of Business Assurance.

4. External Audit update

The KPMG representative reported to the meeting that the auditors had issued an unqualified opinion to their statutory audit of the university accounts for 2018-19. It was also noted that the restatement of those accounts under US GAAP had been signed off appropriately, as had the audits of the university's three subsidiary companies. It was also reported that the preparations for the audit of the 2019-20 accounts were currently proceeding without issue.

5. Value for Money

The Chief Procurement Officer attended the ARCC meeting to present her annual report, which charted the progress of the procurement transformation initiated a year ago. It was noted that the underpinning philosophy was to get the business to engage with the Procurement team rather than working directly with suppliers, reducing the number of suppliers and ensuring that the university got value for money from suppliers. In summary, this was about developing a culture of not spending money unnecessarily. The Chief Procurement Officer also reviewed some of the improvements made in past year, which included the reduction of the number of single-source justifications used and a review of areas of spend which revealed areas of 'low hanging fruit', such as consultancy, legal spend and temporary staff. Some of these areas have been addressed. For instance, a legal panel has been created, which has brought benefits beyond cost reduction. There is generally better oversight of expenditure and, over the next year, the Procurement team will be working with Accounts Payable to get the P2P processes streamlined. The Chief Procurement Officer also noted her hope that, by this time next year, the university will have a fully-fledged commercial team to help advise staff on how to enter into contracts, including setting up good policies and rules around contract management.

The Committee concluded that the report contained some very strong and positive messages and reflected a good first year for the Procurement Improvement Plan. The Chief Procurement Officer was congratulated on the significant achievements made so far.

6. Compliance Report

It was noted that the management assessment of the level of compliance across the university was broadly unchanged since the last meeting of the ARCC. However, the risk rating associated with Health and Safety had increased significantly due to a degree of uncertainty about the outcome of a particular issue which is currently under investigation by the Health and Safety Executive. The issue itself had been managed satisfactorily but there

were some residual concerns about general working practices in the area under review. It was expected that the risk rating would be managed back to within appetite in a relatively short space of time.

The findings of the Compliance Review of regulatory and legislative requirements around fundraising will be of particular interest to the College Council. This review noted that members of College Council, as charity trustees, are expected by the regulator to be more engaged in the fundraising operation than is currently the case. A recommendation to address this through an annual report from the Fundraising and Supporter Development team and presentations at various Council fora was noted by the Audit, Risk and Compliance Committee.

7. Risk presentation and discussion

The ARCC members held a panel discussion with a group made up of some of the key contributors in delivering IT Service and some of their main customers. The panel comprised Mr Nick Leake (Chief Information Officer), Mr Gareth Wright (Director of IT Services), Mr John Butterworth (Director of the Office of the CIO), Mr Jon Ward (Director of Digital Services), Ms Rachel Parr (COO of the Health Faculties), Mr Robin McIver (COO of the Arts & Sciences Faculties) and Dr Renuka Fernando (Director of Corporate Strategy). The panel was also joined by Mr Alastair McAulay from PA Consulting, who has been leading the reviews undertaken in the university's IT Assurance Programme, which has been managed by the Business Assurance Department.



Calendar of ARCC Business – focused risk discussion themes

Meeting	Risk Topic/Main meeting discussion
June 2020	The management of KPIs in the context of the Size and Shape Project and the ambition to achieve a 4% surplus target
November 2020	The Education Strategy
February 2021	Project Management & the Management of Change
June 2021	King's Health Partners
November 2021	The Research Strategy
February 2022	The processes which support and assure academic quality
June 2022	Student Representation & the Student Voice

This item has been redacted

King's College Council	
Meeting date	2 April 2020
Paper reference	KCC-20-04-02-08
Status	Final
Access	Public/Members and senior executives
FOI release	Subject to redaction
FOI exemption	None, subject to redaction for commercial interest or personal data

KCLSU President report

Action required

- ☐ For approval
- ☒ For discussion
- ☐ To note

Executive summary

The Council receives a report from the KCLSU President at each meeting.

KCLSU President and Officers Update for KCL College Council

Written by:

Shaswat Jain - SJ	President
Nafiza Mamun - NM	Vice President Postgraduate
Gurbaaz Gill - GG	Vice President - Education (Arts & Science)
Nakul Patwa - NP	Vice President Activities and Development

Supported by: Amy Lambert (KCLSU Campaigns Coordinator)
Benjo Taylor (KCLSU Head of Community Development and Campaigns)
Denis Shukur (KCLSU CEO)
Tony Logan (KCLSU Director of Services)

Date: 20 March 2020

Executive Summary

At the 25 of September 2019 KCL College Council meeting, the KCLSU Sabbatical Officers presented their priorities to the members of the Council. This document provides an update on these priorities.

This paper articulates the development of these projects via two sections:

1. **Section 1 Relationship Agreement:** objectives undertaken by KCLSU and KCL and agreed by both the KCLSU Board of Trustees and KCL Senior Management Team (SMT). These objectives either stem from the officer's original objectives or were submitted by KCL SMT.
2. **Section 2 Officer Objectives:** objectives related to individual or groups of Sabbatical Officers. These objectives stem from officer manifestos are created via a facilitated session led on by both the Campaigns Coordinator and Head of Community Development and Campaigns.

The progress of the projects in this update will be provided in two sections, as to demonstrate the state of the project and actions currently being taken, these sections are (i) Relationship Agreement and (ii) Officer Objectives.

Keys for understanding progress updates

The update on the projects will be made via a RAG rating system broken down via termly vs overall progress columns that can be interpreted using the below keys. Termly updates highlight the periodic progress, whereas the overall progress indicates the likelihood of the project being completed to scope.

Tracking Key – termly progress		
Red	Amber	Green
0 – 25% complete	26 – 75% complete	76 – 100% complete

Tracking Key – overall progress		
Red	Amber	Green
Progress not likely – complication	Some progress, some areas need clarification	On track, no foreseeable problem

Section 1: Relationship Agreement Objectives

Please note that KCL and KCLSU have signed a relationship agreement on the 28 November 2019, which will include the below priorities Table 1.

Table 1: Relationship Agreement Objectives

Number	Change achieved as...	Theme	Officer	Objective	Updates	Termly Progress (Red/Amber/Green)		Overall Progress (Red/Amber/Green)
RA 1	KCL partnership	Increased mental health support	All	Increase awareness amongst the Kings community, cultural competency, scope and availability of mental health services and increase in community support for health students on placement as well as postgraduate students through implementation of the recent review of Counselling & Mental Health Services	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> Increased provision and accessibility of a defined range of wellbeing services; inclusive of pastoral support services, informal and student-led support and student self-knowledge, self-care and self-regulation. To hold each other to account for the implementation of the West Review of Counselling & Mental Health Services and to implement the Student Mental Health Strategy within agreed timeline. To ensure that appropriate services are available to all students as per the aforementioned strategies and reviews, and that all persons working in wellbeing and mental health receive comprehensive communication to ensure an awareness of all services available to refer students to. 	RED		AMBER

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RA 2	KCL partnership	Improve support for students from KCL careers	All	Work with KCL Careers & Employability Service to improve visibility, broaden and increase services.	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> • Create more student opportunities for part-time, short-term jobs within the University and maximise King's talent bank as the mechanism for students to find more job opportunities. • Host a part-term jobs fair which will provide the opportunity to connect students with more term time, part time jobs outside of the University • Work with KCL Careers & Employability to support student staff at KCLSU to reflect on the key skills they develop whilst working at KCLSU • Seek to find ways to improve connectivity between KCLSU student groups and KCL careers. • Explore how KCLSU and KCL can support students with their career aspirations throughout their student life cycle/journey. 	AMBER		AMBER
RA 3	KCL partnership	Campaign to liberate curriculum	All	Work with the Liberate Our Education team to decolonise the curriculum.	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> • Commitment to develop the inclusive education strand of the education strategy in partnership with KCLSU. • Develop resources and share best practice of work going on across the University which works towards decolonizing the curriculum. 	RED		AMBER

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RA 4	KCL partnership	Student Voice and Representation	All	Work with the Education & Student Function to oversee the implementation of the recommendations as listed in the audit finding report.	<p>The below outcomes were agreed</p> <ul style="list-style-type: none"> • Work together to implement the recommendations from the Rep Review • Consistent expectations of student representatives at every level within Kings. • Consistent and transparent (election) of student representatives. • Consistent training and support for student representatives. • Engaged student representatives. Clear vision developed for KCL and KCLSU with appropriate leadership and resources to support changes • Clear implementation plan and strategic oversight group for recommendations from the Student Representation Review, ensuring implementations are appropriate for postgraduate students. 	RED		AMBER
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Section 2: Officer Objectives

The below objectives in table 2 are the objectives that the current sabbatical officers were elected upon and created via a facilitated session.

Table 2: Officer Objectives 2019/20

Number	Change achieved as...	Theme	Officer	Objective	Updates	Termly Progress (Red/Amber/Green)			Overall Progress (Red/Amber/Green)
1	Campaigner	Increase in KCL and KCLSU wellbeing initiatives	Nakul, Nafiza	Work with KCLSU staff and KCL staff to identify wellbeing initiatives such as nap pods and develop a campaign around the importance of rest and sleep and looking after yourself.	Sleep campaign was decent during wellbeing week and a lot of resources are still left over. Currently planning on having another event related to raising awareness on the importance of sleep across other campuses (esp DH due to the complaints of lack of engagement) Meeting a colleague from King's to help us translate GSU's wellbeing check into our services and then get training from GSU wellbeing checkers so we can tailor the training relevant to King's and train some mentors and officers so do a trial. On 11th Dec, currently there is a translation of wellbeing check into King's services and decided to carry out the trial during January enrolment. Upon the planning, there has been communication that these resources won't be delivered by the time we need, which leads to a drastic failure of the project as they are strictly supposed to be done for enrolments. 16/01 - well-being checks has been done this week, positive feedback has	G			G

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					been done. Will be helpful for UG students. Plus bath bomb making session at Strand on 16th Jan.				
2	Campaigner	Improve lecture capture	Furqan, Shaswat, Gurbaaz	Improve consistency, quality, accessibility and use of lecture capture.	Campaign page has been set up and due to start the process of mobilising support. Publicity of the campaign has been generated via attendance of rep meetings as well email communication with reps to understand breadth and depth of issues.	A			G
3	KCLSU staff member/student engagement	Develop the volunteering opportunities available for KCLSU members	Shaswat	Increase awareness and number of volunteering opportunities available through KCLSU	Working with KCL volunteering via a workshop with the intention to streamline a method for collaboration where a single digital platform could be created to advertise opportunities of volunteering to all students.	A			G
5	Campaigner	Campaign against attendance monitoring	Furqan	Develop the stop watching us campaign against attendance monitoring and prevent agenda	Waiting for project to commence.	R			A
6	KCLSU staff member/student engagement	E-Sports varsity	Nakul	Introduce an E-Sports version of varsity	Meeting with E-Sport society has taken place, wider consultation is planned to deliver the project.	A	A		A
7	Student engagement	Increase in PG engagement	Nafiza	Working with societies and KCLSU staff to create more activities and events for postgraduates	Various events have taken place across our different campuses. However, there is a need to understand the barriers to PG student engagement in KCLSU activities, with a view to	A	G		G

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					increase their participation. One issue highlighted is the lack of awareness about KCLSU activities. Currently planning on how to engage well with the PG students individually and as an organisation as students still keep feeding back to me with disappointment that there is a lack of engagement and events for PG students				
8	Campaigner	Campaign for Postgrad funding	Nafiza	Developing and continuing the fairer funding campaign for reduced fees and more flexibility in fee payments	Waiting to launch the survey as part of the KCL Go Fund Yourself Campaign.	A	A		A
9	Representative/Campaigner	Improve assessment and feedback	Gurbaaz	Working with Kings to provide better feedback, better resources and clearer guidance on marking	Campaign artwork is ready, rep meeting underway in January, hoping to co-present with Kathryn Connnor at ASSC next month	A	A		A
10	Campaigner	Campaign to scrap marking cap	Gurbaaz	Work with existing campaigners to scrap the cap and have a fairer marking system	Paper has been presented to ASSC. Working group has been formed with membership among professional services staff, academic staff and students. Group convenes later this month.	G	G		G
11	Campaigner/ KCL Partnership	Develop It stops here	Rhiannon	Tackle sexual harassment by reviewing reporting, making the consent matters course compulsory for students and create a sex and wellbeing module	The campaign will be changed over to 'KNOW' and will focus on domestic Violence. This will be jointly run with Queen Mary Students' Union (QMSU). Events are due to take place 26 th and 28 th Nov 2019.	A			A
12	Campaigner	Improving financial situation for health students	Rhiannon	Understanding the impact of loss of bursaries for NHS students and the particular	Waiting to launch the survey as part of the KCL Go Fund Yourself Campaign	A			A

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				financial hardship these students face					
13	Student engagement	Increase intersociety events	Nakul	Work with KCLSU societies to create a calendar and plan of internationalise intersociety events to mark cultural events throughout the year	Work with One World project delivered by KCLSU as well as working with KCL's Internationalisation project.	G	G		G
14	Campaign	Campaign for increase in prayer rooms	Nakul	Work with KCL to create a prayer room for Hindu staff and students at Kings on at least one campus	A space has been identified and waiting to confirm opening date.	G	G		G
15	Campaign	Campaign for Slice the Price	Shaswat	Work on the slice the price campaign bringing in a third instalment for self-funded students	This will now fall under the fairer funding network called KCL Go Fund Yourself.	A	A		A
16	Campaign/Trustee	Sustainability	Gurbaaz	To review and explore KCL and KCLSU commitments to sustainability and divestment	Presented to academic board alongside Jonathan grant and others (Not physically present owing to being in recruitment activity), Campaign underway, hoping to launch in January, brought together all KCL sustainability stakeholders and discussed the strategy, waiting for signoff. Planning for sustainability week, which is due in the end of February. Also working with Tom to put in guidance for societies and also working to empower the sustainability committee on their agenda by putting them in touch with various King's stakeholders.	G	A		G

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Section 3: Latest updates

Strike action	<ol style="list-style-type: none">1. Meeting with academic reps to provide detail and clarity on every action2. Discussing with Darren Wallis and Nicola Phillips on the next course of action3. Assisting the university in preparing an appropriate remedial action4. Providing feedback on effective use of Salary Savings
Co-vid-19	<ol style="list-style-type: none">1. Denis and Shaswat are a part of the Co-vid-19 steering group chaired by Chris Mottershead aimed at understanding the impact and next steps2. Developing business continuity planning for KCLSU3. Guiding instructions and remedies to student societies4. Looking at the revised assessment process to make it more inclusive and accessible