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## College Council Minutes - Approved

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<b>Date</b>	26 May 2021, 17.00
<b>Location</b>	Microsoft Teams
<b>Present</b>	Lord Geidt (Chair); Dr Angela Dean (Vice-Chair); Vivek Ahuja; Paul Cartwright; Sir Jon Coles; Michael D'Souza; Paul Goswell; Salma Hussain; Sir Ron Kerr; Ros King; Steve Large; The Rt Revd and Rt Hon Dame Sarah Mullally; Kat Thorne; Professor Richard Trembath, Dr Susan Trenholm; Professor Guy Tear; Nhuoc Lan Tu; and Professor Evelyn Welch.
<b>Apologies</b>	Clare Sumner
<b>In attendance</b>	Sir Hugh Taylor, Interim Chair, King's Health Partners Annie Kent, Vice President (Finance)
	<b>Secretariat:</b> Irene Birrell, College Secretary Joanna Brown, Governance Manager Xan Kite, Director of Governance Services Paul Mould, Deputy College Secretary & Chief Compliance Officer

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### 1 Welcome, apologies and notices

Apologies had been received from Clare Sumner.

No notice of conflicts of interest had been received.

### 2 Approval of agenda

It was noted that Item 8.2 - Report of Estates Strategy Committee, [REDACTED] was to note and not to approve.

The agenda was approved

### 3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [KCC-21-05-26-03]

It was noted that there had been an update to the Actions Log [KCC-21-05-26-03.3] at the CYP action.

There was an amendment to section 8.1 of the minutes of the last meeting [KCC-21-05-26-03.1]. The paragraph now reads:

*It was noted that the black student attainment gap was different from the larger BAME group gap. The KCLSU President reported that a black students' network had been initiated, as a safe space for black students to come together. Members of the Network also want to explore the underlying issues of the attainment gap and how to solve them. Decolonising the curriculum was a key element to BAME attainment, as was the issue of commuting time and increased staff representation from BAME backgrounds. The Interim President & Principal also referenced the First Class degree attainment gap, which was one of the key themes being raised in the next business planning round.*

The remaining reports on the Unanimous Consent Agenda were taken as read and noted or approved as set out in the papers.

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#### 4 Matters Arising from the Minutes

None.

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#### 5 Report of the Chair

None.

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#### 6 Report of the Interim President & Principal

##### 6.1 Summary Report on Key Issues [KCC-21-05-26-06.1]

The report of the Interim Principal outlined key current issues; she provided updates on the following matters, and members discussed:

- The close work between PSE, the Senior Leadership Team and partner Trusts, and strong collaboration across the College was a key to learn from and continue. For example, the close collaboration with the Trusts on the vaccination program and vaccination hesitancy put King's in a strong position in the sector.
- Thanks to all professional services and academic staff for managing in uncertain circumstances, and for all they had done to help students settle.
- During the pandemic the mental well-being of students and staff had been put under extreme stress. While the education experience had been positive, loneliness was the number one feedback from students, and needed addressing going forward.
- Financially the university was set to end the year on a positive note and many of the provisions made regarding tuition fees and income had been released.
- The admissions forecast, [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- A suite of government bills on higher education were in train. King's staff had been invited to contribute to an advisory regarding how universities assess overseas relations and security risks.

##### Reputational issues:

- The Interim President and Principal reported that the situation in Israel and Gaza had brought the return of long-standing anxieties and personal concerns amongst Jewish and Muslim students and staff. There were anxieties about potential anti-Semitism and Islamophobia. The Interim President & Principal explained that King's aims to be a space where we can discuss contentious issues, both local and international, and for inter-faith dialogue. This had been communicated in a public statement
- The Interim President and Principal reported that many of those who were concerned about the conflict had been in direct correspondence with her. While many of the over 1,000 emails were auto-generated, there were a number of staff and students who wanted to know about King's approach to Israeli investments and relationships, including Freedom of Information requests. These latter messages had received a personalised reply. The university was also fortunate in its Dean and College Chaplaincy, who were engaged in listening exercises to understand individuals' feelings and positions.
- The university had also been working closely with KCLSU to support students in both groups and societies. The KCLSU President reported that the Student Union had reached out to all societies it thought might be affected to draw attention to their well-being resources. A number of students who had been emailing about divesting from the State of Israel had been directed to KCLSU's procedures which required a certain number of signatures in order to create an official union supported campaign. The KCLSU President noted that conflict resolution sessions were regarded by some Muslim students with mistrust due to the security arrangements of the Bush House opening events of March 2019.

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- It was noted that whilst individual communications were the right approach, there would be those who felt powerless and unable to contact the Principal directly. These individuals might also need to be offered help. The university was using a range of communication tools to try to reach all who might need support.
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## 6.2 Pensions Update

The Vice President (Finance) updated Council:

- Communication had been sent to staff that day with the response to Universities UK (UUK) and an overview of the staff survey on pensions. The Vice President (Finance) provided an update for Council Members, the majority of whom had already been briefed on the consultation response, which was in line with previous discussions about the pricing of current benefits beyond what the College could afford. This latest consultation had been about pricing, university covenant support measures, and UUK proposals around pension reform to maintain the current pricing level with a reduction in current benefits to make this an affordable long-term scheme for all. The UUK's proposals were likely to deliver: a lowering of Defined Benefit from a cap of almost 60k to one of 40k; a change in accrual rate from 1/75 to 1/85; and other changes, to keep the price the same, including a longer commitment of 20 years rather than 12 which would allow for smoothing of the debt recovery over a longer period.
- The VP Finance reported that the USS had been softening its approach and was starting to converge around the pricing suggested by UUK. The Russell Group was standing behind UUK as best it could. Greater alignment within the sector in this consultation had been easier to achieve because the cost differential was so great. Due to delays, it would not be possible to resist the October 2021 increase. If there was dissension in the sector, and if it could not reach an agreed position, then there would be an increase in contributions which USS had notified they would implement from April 2022 with significant impact on King's finances within a range £30-65m.
- Staff views varied regarding the balance of cost and benefits, hence the importance of options that increase affordability and accessibility. It was noted that the university's response was not in line with University and College Union (UCU).

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## 7 Workshop – King's Health Partners [KCC-21-05-26-07]

Professor Richard Trembath, Executive Director, King's Health Partners (and SVP Health at King's) and Sir Hugh Taylor, interim Chair, King's Health Partners, provided an update to Council about King's Health Partners (KHP).

KHP is a partnership between the College and three significant trusts. The overarching goal of KHP as one of the eight Academic Health Science Centres was to improve the health and wellbeing of local and global populations, and to add value to the individual partner organisations across education, research and training. KHP's five-year plan included the creation of an innovation district in partnership with local boroughs.

The five-year plan had four pillars:

- Workforce innovation and sustainability
- Novel technologies, therapeutics and diagnostics
- Transforming system-wide quality improvement and outcomes
- Improving urban population health, including health inequalities

Sir Hugh reported that the NHS was currently restructuring. The White Paper provisions (DHSC White Paper 'Integration and Innovation: working together to improve health and social care for all') were not yet set in stone, and it was anticipated that there would be changes through the passage of the legislation. He highlighted three broad issues:

- Two major areas of ambiguity: financial framework and how the population-based allocation system will work.
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- Collaboration, rather than competition, would be key. South London providers were forming collaborative structures, for example to deal with the treatment backlog from Covid.
  - The bedrock of the new integrated care system (ICS) would be the six borough-based care partnerships across South London, which would bring together trusts, local authorities and third party service deliverers. The focus at local neighbourhood level was a very welcome change of emphasis as it could lead to strong emphasis on population health, health outcomes and health inequalities in terms of access to services.

Opportunities for KHP included: research across the social sciences, humanities and health sciences, and education for a wider range of care. Working with its local authorities, KHP was leading a transformation in South London to create an innovation district that would harness the skills, talent and infrastructure to drive innovation.

During discussion, points raised or noted included:

- The allocation model appearing to be rigidly attached to population metrics and room for flexibility year on year being limited.
  - Potential risks:
    - increased pressure/demand on the health system would continue to squeeze out a rebuilding of the public health infrastructure, social care infrastructure and local authority provision such as speech therapy - these already under funded areas were likely to suffer because of pressure on the rest of the system.
    - The reverse risk was that an effort to create more space for these areas would put a ceiling on specialised service budgets – in which scenario KHP would be at risk of being unable to develop services such as clinical, cardiovascular, neuroscience, cancer.
    - The Government, in its allocation model, would be looking to shift resources from London to elsewhere in the country. It was not recognised by the Government that London institutions support health networks well beyond London throughout much of the south of England.
  - Health Inequality – ICSs versus academic health partnerships. Sir Hugh wished to see KHP strengthen health provision through its referral networks over the next three to five years. The need for health inequalities to be locally led, and to better understand communities and what motivates them. The dangers of the local health system being medically dominated and life science research driven. Investment in the social sciences and humanities would help community leadership.
  - King’s Civic Charter and commitment to being a civic university was acknowledged by KHP. The challenge was in turning the rhetoric into reality, which would involve getting to know and working with local borough leaders.
  - Research – more could be done to bring together the operational clinical environment and clinical academic environment. The Covid experience had demonstrated that it was necessary to be both focused on priorities while being “light-footed” and moving into areas of new focus.
  - Innovation community – it was early days in the development from concept to implementation. Tasks included: identifying who was going to lead on behalf of the larger partnership; establishing estate requirements that would support an innovation district; describing the importance of being able to have regular interaction with local boroughs in order to understand health needs.
  - Changes to KHP Governance would ensure it had the most robust and effective governance structures to monitor implementation, deliver risk assessment and deliver the refreshed ambition. The main change was the move to an independent chair. An independent chair provided: an opportunity to draw in a broader community view as well as having influence back into the broader group of stakeholders; released university leadership to play its full part in
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Board discussions and decisions; cleared a potential conflict of interest; and corrected under-representation of university leadership on the Board. The position of independent chair was currently out to advert.

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## 8 Reports of Committees

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### 8.1 Report of the Academic Board [AB-21-05-26-08.1]

Council received the report of the Academic Board. The Interim Chair noted the two-way dialogue between Council and the Academic Board. The three members of Academic Board on the Council would be reporting back to Academic Board on the Council meeting. Academic Board and Council member, Kat Thorne, was invited to update Council on the discussion held at the most recent meeting of the Academic Board on the academic implications of climate change and sustainability.

Ms Thorne reported on the Climate Action Network which had been set up last October and its seven work-streams, bringing together staff and students to co-create the Climate Strategy. There would be a curriculum audit to identify what already existed and a central hub would be created to track and celebrate all of this work. The aim was to build climate and sustainability into all programs. Students would be involved as co-creators and educators.

#### (i) Formation of King's Education – Final Proposal


The Interim President & Principal introduced the proposal for the formation of a new entity, currently referred to as 'King's Education' (final name to be determined). The proposal was to bring together a range of small education-based units that sit outside faculties but that have grown over time. Council discussion points included:

- There had been many difficult discussions, particularly on the relationship between the Modern Language Centre and the Faculty of Arts & Humanities. There was now a robust model for addressing issues as they arose.
- Historically much of the activity of these units benefited external customers rather than on-campus students. Bringing them together under a unified management structure would bring the innovation benefits to all of King's and tie them in more closely with the Education Strategy. Synergies would develop in terms of professional service support with better career structures for staff.
- Most of the units were already income generating and were set up to be so. Bringing them together would clarify the KPIs around financial margin. The growth potential was significant in online and executive education in particular.
- It was noted that the new entity would be education focused, not education and research focused, and that this would differentiate it from the standard faculties.

#### Decision

That the formation of King's Education: aligning King's Foundations, King's Online, KPED (King's Online and KPED are currently known as Online Professional & Executive Education), Modern Language Centre and Summer Programmes, be approved.

*All remaining items were noted on the Consent Agenda:*

- (ii) *SUSTech Project: Update on Progress*
  - (iii) *Principal's Report – key current matters*
  - (iv) 
  - (v) *KCLSU report*
  - (vi) *Quinquennial Review – Department of Geography*
  - (vii) *Report of the Academic Board Operations Committee*
  - (viii) *Report of the College Education Committee*
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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

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**9 Report of the KCLSU President [KCC-21-05-26-09]**

The KCLSU President provided a summary on: the work of the KCLSU networks; the NSS review workshops; freedom of expression and changes in regulation around the accountability of student unions; and student well-being and loneliness. On the latter, the KCLSU was developing a programme of in-person events for the week of 28 June, including campus tours for students who despite having almost completed their studies, had never been on campus!

During discussion of the KCLSU President report, Council discussed:

- KCLSU Town Halls were likely to continue online. The effectiveness of the town halls was being analysed, but it could already be seen that online turn-out was strong.
- Careers and employability and the perennial issue of effective communication. King’s has a good programme but as is so often the case, many students were unaware of what was available. It was important to reach out to those who could benefit most, including BAME and low-income students. It was noted that there was a specific programme for the summer called

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*Get the King's Edge*, intended to help students enhance their CV. Elements of this programme were focussed on Widening Participation.

- Assessment and feedback: The KCLSU view was that the right policies were in place but inconsistently applied and that there was a cultural issue to address in order to make strong improvements.

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## **10 Any Other Business**

### (a) AB Report – ESG/Climate Change/Climate Risk

Council Member, [REDACTED] requested a more in-depth discussion at a future Council meeting or away day. It was also suggested that the importance of the issue merited in-depth knowledge on Council next time there was a membership vacancy to fill. It was noted that the Russell Group had a sustainability group working collaboratively in the sector. *[ACTION LOG]*

### (b) UCU Vote

The Vice-Chair provided the background and context of a recent UCU vote of no confidence in the Chair. It was noted that while there was a majority vote in favour, the number attending the meeting was quite small. This was not a binding decision and had no formal authority over Council. King's had put out a statement of strong support in the Chair in response to press reports.

### (c) Interim President & Principal

The Chair thanked Professor Evelyn Welch, Interim President & Principal for her work in the interim role. He commended her prominent leadership and work in looking after the university's interests and for assuring a successful transition for the incoming Principal.

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**Lord Geidt**  
**May 2021**