



## King's College Council - 15 July 2020

Microsoft Teams meeting - access meeting via calendar invite or here: [Join Microsoft Teams Meeting +44 20 3787 4277 United Kingdom, London \(Toll\) Conference ID: 950 247 025#](#)  
15 July 2020 17:00 - 15 July 2020 19:30

# AGENDA

#	Description	Owner	Time
1	Welcome, apologies and notices	Chair	
2	Approval of agenda  KCC-20-07-15-02 Council Agenda 15 July 2020.pdf	Chair	7
3	Unanimous Consent Agenda, including:	Chair	
3.1	Unanimous Consent Agenda  KCC-20-07-15-03.1 UAC.pdf		9
3.2	Minutes of the Previous Meeting (to approve)  KCC-20-07-15-03.2 Draft Council minutes May 202...		11
3.3	Actions Log (to note)  KCC-20-07-15-03.3 - Actions Log.pdf		19
4	Matters arising from the minutes Verbal	Chair	
5	Report of the Chair Verbal	Chair	
6	Report of the President & Principal		
6.1	Summary Report on Key Issues (to note)  KCC-20-07-15-06.1 Principals report.pdf	President & Principal	21
6.2	Tackling Racism and race Inequality (to discuss)  KCC-20-07-15-06.2 Race Paper for Council.pdf	Director EDI / VP (International)	67
6.3	Fundraising and Supported Development (to note) <b>RESERVED ITEM</b>  KCC-20-07-15-06.3 FSD Update to Council RESER...	ED Development	97
7	Covid-19 - Update Overview Verbal Update	Principal	

#	Description	Owner	Time
8	Report of the Finance Committee and Covid-19- Budget 2020/2021  KCC-20-07-15-08 FC report to Council.pdf 123	Chair (FC)	
8.1	Student recruitment and admissions (to note) TO FOLLOW  08.1 Student Recruitment and Admissions.pdf 127	Principal / SVP (A&S)	
8.2	Interim Financial Plan 2020/2021 (to approve)  08.2 Financial Plan.pdf 139	Chair (FC) / SVP (Ops) / VP (Finance)	
	<b>FIVE MINUTE BREAK</b>		
9	Report of Estates Strategy Committee  KCC-20-07-15-09 ESC report.pdf 165	Chair (ESC)	
10	Report of Academic Board  KCC-20-07-15-10 AB report to Council.pdf 169	Chair (AB)	
11	Report of Governance & Nominations Committee  KCC-20-07-15-11 GNC report to Council.pdf 203	Chair (GNC)	
12	Report of Audit, Risk & Compliance Committee  KCC-20-07-15-12 ARCC report to Council.pdf 215	Chair (ARCC)	
13	Redacted		
14	Report of the KCLSU President (to discuss)	KCLSU President	
14.1	KCLSU Impact report 2019/2020  KCC-20-07-15-14.1 KCLSU impact report.pdf 223		
14.2	King's/KCLSU Memorandum of Agreement (to approve)  14.2 KCLSU MoU.pdf 239		
15	Any other business		
16	Closed Session*	* Executive members of Council and all observers will be asked to leave the meeting at this point	

#	Description	Owner	Time
16.1	Update on Search for a New President & Principal Verbal		
16.2	Annual Review of the Chair verbal		
	Lord Geidt - July 2020		

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08.2 Financial Plan July 20.pdf.....	BoardPacks Only



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**King's College Council**

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**Meeting date** 15 July 2020

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**Paper reference** KCC-20-07-15-02

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**Status** Final

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**Access** Public/Members and senior executives

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**FOI release** Subject to redaction

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**FOI exemption** None, subject to redaction for commercial interest or personal data

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Meeting of the King's College Council to be held (remotely) on **15 July 2020** at 17:00 as a **Microsoft Teams meeting**. Please feel free to join the meeting 15 minutes early for a virtual coffee!

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**Agenda**

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**INTRODUCTORY ITEMS**

<b>1</b>	<b>Welcome, apologies and notices</b>		Chair
<b>2</b>	<b>Approval of agenda</b>	KCC-20-07-15-02	Chair
<b>3</b>	<b>Unanimous Consent Agenda</b> , including:	KCC-20-07-15-03.1	Chair
	3.2 Minutes of the Previous Meeting; and	KCC-20-07-15-03.2	
	3.3 Actions Log	KCC-20-07-15-03.3	
<b>4</b>	<b>Matters arising from the minutes</b>	<i>Verbal</i>	Chair
<b>5</b>	<b>Report of the Chair</b>	<i>Verbal</i>	Chair
<b>6</b>	<b>Report of the President &amp; Principal</b>		
	6.1 Summary Report on Key Issues (to note)	KCC-20-07-15-06.1	Principal
	6.2 Tackling Racism and Race Inequality (to discuss)	KCC-20-07-15-06.2	Director EDI/VP Int
	6.3 Fundraising & Supporter Development ( <i>RESERVED</i> )	KCC-20-07-15-06.3	ED Development
<b>7</b>	<b>Covid-19 – Update Overview</b>	<i>Verbal</i>	Principal
<b>8</b>	<b>Report of the Finance Committee</b>	KCC-20-07-15-08	
	<b>Covid-19 – Financial Planning 20/21</b>		
	8.1 Student recruitment and admissions (to discuss)	<i>TO FOLLOW</i>	Principal/SVP(A&Sci)
	8.2 Financial Plan for 20/21 (to approve)	<i>TO FOLLOW</i>	Chair FC/VP (Finance) SVP (Ops)

*See the Consent Agenda for remaining items*

**FIVE MINUTE BREAK**

<b>9</b>	<b>Report of Estates Strategy Committee</b>	KCC-20-05-14-09	Chair ESC
	<i>See the Consent Agenda for all items</i>		
<b>10</b>	<b>Report of Academic Board</b>	KCC-20-05-14-10	Chair, AB
	<i>See the Consent Agenda for all items</i>		
<b>11</b>	<b>Report of Governance &amp; Nominations Committee</b>	KCC-20-05-14-11	Chair, GNC
	11.1 Governance Effectiveness Review		
	<i>See the Consent Agenda for remaining items</i>		
<b>12</b>	<b>Report of Audit, Risk &amp; Compliance Committee</b>	KCC-20-05-14-12	Chair, ARCC
	12.1 Risk presentation and discussion: Cyber Security	Annex to follow	
	<i>See the Consent Agenda for remaining items</i>		
<b>13</b>	<b>Report of Remuneration Committee (<i>RESERVED</i>)</b>	KCC-20-05-14-13	Chair, RemCom
	<i>See the Consent Agenda for all items</i>		

<b>14</b>	<b>Report of KCLSU</b>		KCLSU President
	14.1 KCLSU Impact report 2019/2020(to discuss)	KCC-20-05-14-14.1	
	14.2 King's/KCLSU Memorandum of Understanding (to approve)	KCC-20-05-14-14.2	
<b>15</b>	<b>Any Other Business</b>		
<b>16</b>	<b>Closed Session*</b>		
<b>16.1</b>	<b>Update on Search for a New President &amp; Principal</b>	Verbal	Chair
<b>16.2</b>	<b>Annual review of the Chair</b>	Verbal	Vice-Chair

\*Executive members of Council and all observers will be asked to leave the meeting at this point.

Irene Birrell  
College Secretary  
July 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 14 May 2020	KCC-20-07-15-03.2	Approve
3.3	Actions Log	KCC-20-07-15-03.3	Note
<b>Report of the Finance Committee</b>		KCC-20-07-15-08	All to Note
08	(iii) New debt strategy		
	(iv) Review of accounting issues & assumptions		
	(v) Treasury Management Policy Statement for 2020/2021		
	(vi) Severance Policy		
	(vii) Revisions to the Going Concern Auditing Standard		
<b>Report of the Estates Strategy Committee</b>		KCC-20-07-15-09	All to Note
9	(i) Health & Safety Compliance		
	(ii) Estates Matters by Campus		
	(iii) Post Grenfell Cladding and Fire Safety Review		
	(iv) Estates Capital Working Group		
	(v) St Thomas' Campus Update		
	(vi) King's Residences Demand & Supply Update		
	(vii) Champion Hill Update		
	(viii) Masterplanning		
<b>Report of the Academic Board</b>		KCC-20-07-15-10	All to Note
10	(i) Education Institute Proposal	Annex 1	
	(ii) COVID-19 Update		
	(iii) Portfolio Simplification Update and Decisions	Annex 2	

- (iv) Student Terms & Conditions
- (v) Reports of Committees
- (vi) Election of Associates of King's College

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**Report of the Governance & Nominations Committee**

KCC-20-07-15-11

11	(i)	Committee Assignments	Approve
	(ii)	Ordinance Amendments	Approve
	(iii)	Senior Executive Selection Processes	Note
		2.1 President & Principal	
		2.2 Provost & SVP (Health)	
	(iv)	Council Away Day	Note
	(vi)	Balanced Scorecard	Note
	(vii)	Governor Liability & Indemnification	Note
	(viii)	Academic Board Elections Report	Note
(ix)	Microsoft Teams – Confidentiality & Privacy	Note	

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**Report of the Audit, Risk & Compliance Committee**

KCC-20-07-15-12

All to Note

12	(ii)	Audit, Risk and Compliance Committee Business Calendar	Annex 1
	(iii)	COVID-19: Incident Management and Business Recovery	Annex 2
	(iv)	Internal Audit update: 2020-21 plan and completed work	
	(v)	Accounting assumptions for the 2019-20 financial statements	
	(vi)	External Audit plan	
	(vii)	Compliance report	

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**Report of the Remuneration Committee (RESERVED)**

KCC-20-07-15-13

All to Note

13	(i)	Senior Post Holder Remuneration – Proposal for new Senior Vice-President (Health)	
	(ii)	Senior Post Holder Remuneration – Senior Adviser	
	(iii)	Remuneration for New President & Principal – Background Discussions	
	(iv)	Committee Operations and Workplan	
	(v)	Senior Post Holders – Annual Performance Assessments	

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

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**King's College Council**

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**Meeting date** 15 July 2020

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**Paper reference** KCC-20-07-15-03.3

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**Status** Final

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**Access** Members and senior executives

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**FOI release** Subject to redaction – not to be released without College Secretary Approval

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**FOI exemption** Redaction subject to s.43, commercial interests or s.40, personal information

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## 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>May 2020 Council Meeting – no actions outstanding</i>						
<i>January 2020 Council Meeting</i>						
30.01.20	06.1	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
30.01.20	06.3	OfS – Access & Participation	Briefing on the nature of the requirements for reporting purposes to be scheduled for Council members	(i) Schedule a briefing	College Secretary	In progress
30.01.20	06.4	KPIs/Balanced Scorecard	Balanced scorecard targets to be presented to Council before sign-off	Allocate to an appropriate Council meeting	College Secretary	On Agenda within report from GNC
<i>November 2019 Council Meeting</i>						
26.11.19						
<i>September 2019 Council Meeting</i>						
25.09.19	5.2	Update on College Statutes	Proposed Statute amendment as approved by Council to be submitted to the Privy Council for final approval	Waiting for advice from the OfS	College Secretary	In progress – waiting for advice from OfS
25.09.19						
<i>July 2019 Council Meeting</i>						
24.01.19	8.2 (iv)	Statutes Amendment	Council approved the proposed amendment to paragraph 2 of the Statute concerning ex-officio posts.	Petition Privy Council	College Secretary	Subsumed into action point above, – waiting for OfS advice on submission to Privy Council/
27.11.18	7(d)	Governance & Noms Committee	Change in Statutes re. the framework for the allocation of staff seats on Council	Petition Privy Council	Secretariat	
12.07.18	7b (i)	Governance Review	All Governance Committee recommendations to be implemented	Amendment to processes	College Secretary	On Agenda – see GNC report

Xan Kite  
 Director of Governance  
 June 2020

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**King's College Council****Meeting date** 15 July 2020**Paper reference** KCC-20-07-15-06.1**Status** Final**Access** Members and senior executives**FOI release** Subject to redaction**FOI exemption** None, subject to redaction for s.43, commercial interests; or s.40, personal data

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## 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 and Network. 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. The focus continues to be on student recruitment for the new academic year, phased opening of buildings within the safe distancing guidelines, delivery of blended learning from the autumn term, restarting of research activity as well as the wellbeing and mental health of staff and students and support for ongoing remote working. There will be further updates at the Council meeting.

### Admissions update and financial measures

As student recruitment is a key risk to our financial performance in 2020-21, we have been even more closely monitoring admissions data. The deadline for UCAS acceptances was Thursday, 18 June 2020. The deadline for PGT acceptances is 30 June 2020. These are key data points that help us to model financial outcomes with greater confidence. Key highlights are:

- UG Home/EU admissions are generally very positive with just over 1,000 more students than last year making King's their conditional firm choice.
- UG International admissions have also gone up.
- Home PGT acceptances have also exceeded where they were at this point last year and the situation may improve further.
- Overseas PGT acceptances are also above this point in the cycle last year. Conversion rates are very difficult to predict and we have designed some new features (including an online enrolment in September and full campus-experience (from January-December) to encourage acceptance.

Whilst this positive picture reflects the value of a King's degree and is a product of our recruitment and marketing efforts, this is very early in the cycle. Students don't yet have their grades, they have not made decisions about deferrals and we won't know how many students we actually have until they start to enrol and pay fees in October. Given the volatility, if we are overly pessimistic in our modelling there is an increasing chance that we could have a significant overshoot in student numbers (both UG and PGT/Home and International) with an associated risk that we do not provide enough teaching and other forms of support for this intake. At the same time, if we are overly optimistic in our modelling, we will not take prudent steps to manage our 2020-21 and, because of roll-through, 2021-22 budget. We are, therefore, moving prudently and cautiously to balance continued cost reductions and controls with increased flexibility by, for example, releasing funds for Graduate Teaching Assistants and additional fixed term contract teaching.

### Race Equality

I and the President of KCLSU put out a joint statement to staff and students regarding the death of George Floyd in Minneapolis restating our commitment in Vision 2029 to creating 'an inclusive environment where all individuals are valued and able to succeed'. The statement reiterated our obligation to condemn racism and have a zero tolerance to any form of racist or discriminatory behaviour. We offered support and advice through our Chaplaincy and counselling services. On 11 June we also held a senior leadership summit to demonstrate our commitment,

ambition, and intention to support Black and Ethnic minority colleagues, students and communities at this difficult time. We are now considering our next steps both in terms of specific actions but also in terms of cultural change. Sarah Guerra (Director of Equality, Diversity & Inclusion) and 'Funmi Olonisakin (VP International) will attend the Council meeting.

### **Mental Health Awareness Week**

To support national Mental Health Awareness Week in May, the university ran a number of online events to showcase our latest research and expert opinion and invited our community to take part in a range of activities to support mental health and wellbeing.

### **Refugee Week**

Earlier this year, Citizens UK announced King's College London as the UK's first 'Refugees Welcome University', in recognition of its contribution to understanding and responding to the global issue of forced displacement and helping to realise the educational potential of refugees.

Led by its member organisations, Citizens UK empowers communities to act together for power, social justice and the common good. They do this by teaching their members community organising techniques so that they can have an impact on the issues that matter to them. They also develop the leadership capacity of their members to achieve victories that change lives and transform communities.

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 London under the UK's Community Sponsorship Scheme.

### **THE University Impact Rankings**

King's has been ranked ninth in the world, and third in Europe, by *Times Higher Education (THE)* for our social, environmental and economic impact. This prestigious recognition comes from the 2020 *THE* University Impact Rankings, which assessed submissions from over 800 universities from around the world. The pioneering *THE* University Impact Rankings use the UN's Sustainable Development Goals (SDGs) as a framework for reporting on the social impact of universities. The SDGs are a set of 17 goals approved by the 193 member states of the United Nations (UN) which aim to transform the world by 2030. These metrics encourage universities to reconsider their broader social impact and make more meaningful contributions to their communities.

King's was particularly recognised for our work with local, national and international partners, ranking fourth in the world for 'Partnerships for the Goals' (SDG 17). King's successfully delivers against this goal through cross-sectoral dialogue with government bodies and NGOs, international collaboration and research, local and global student volunteering programmes, and our commitment to service learning and civic engagement. Our three other top contributing SDGs were Good Health and Wellbeing (SDG3), Sustainable Cities and Communities (SDG 11), and Peace, Justice and Strong Institutions (SDG 16).

### **QS Global League Table**

King's has seen an improvement of two places in QS World Rankings 2021 to 31<sup>st</sup> in the world and remains 7<sup>th</sup> in the UK. This table looks at international students, ratio between academic staff and student, employer reputation, academic reputation, proportion of faculty members that are international and citations per Faculty.

## Complete University Guide

King's has seen an improvement of five places in the national Complete University Guide to a ranking of 20th which is the highest rank the institution has seen in the last seven years. This table looks at entry standards, student satisfaction, research quality, research intensity, graduate prospects, student:staff ratios, academic services spend, facilities spend, good honours and degree completion rates. The Guide also produces subject level tables and King's results are below:

Subject	CUG 2020	CUG 2021	Year on Year Change
<i>Business &amp; Management Studies</i>	5	2	↑ 3
<i>German</i>	7	4	↑ 3
<i>Law</i>	8	4	↑ 4
<i>Psychology</i>	7	5	↑ 2
<i>Food Science</i>	10	7	↑ 3
<i>Sociology</i>	12	8	↑ 4
<i>Classics &amp; Ancient History</i>	12	9	↑ 3
<i>Dentistry</i>	7	9	↓ -2
<i>Biological Sciences</i>	14	10	↑ 4
<i>French</i>	14	10	↑ 4
<i>Iberian Languages</i>	18	13	↑ 5
<i>Politics</i>	21	13	↑ 8
<i>Computer Science</i>	18	14	↑ 4
<i>Nursing</i>	10	14	↓ -4
<i>Chemistry</i>	13	15	↓ -2
<i>Economics</i>	46	15	↑ 31
<i>Theology &amp; Religious Studies</i>	17	15	↑ 2
<i>Electrical &amp; Electronic Engineering</i>	26	16	↑ 10
<i>Philosophy</i>	22	17	↑ 5
<i>Music</i>	19	18	↑ 1
<i>Pharmacology &amp; Pharmacy</i>	16	18	↓ -2
<i>English</i>	17	19	↓ -2
<i>History</i>	23	20	↑ 3
<i>Anatomy &amp; Physiology</i>	16	21	↓ -5
<i>Medicine</i>	17	25	↓ -8
<i>Physics &amp; Astronomy</i>	30	26	↑ 4
<i>Mathematics</i>	31	29	↑ 2
<i>Geography &amp; Environmental Science</i>	34	31	↑ 3
<i>Physiotherapy</i>	32	32	→ 0

## Continuing to Serve

During this period of uncertainty and change, King's is stepping up efforts to deliver on its promise to make the world a better place by continuing to serve our local, national and international communities. Our students and staff are already coming up with inspirational ways to support one another and communities beyond King's. From helping ICU patients stay connected with their families through technology and making a range of cultural resources freely available online, to establishing initiatives that address the mental health implications of isolation or ensure key workers can enjoy a hot meal. The commitment of the King's community to serving society is stronger than ever. To support these efforts, we have launched #ContinuingToServe, our university-wide approach to bringing together,

strengthening and celebrating the many ways in which King’s people are making a difference, wherever they may be, fulfilling our purpose as a civic university that serves the world.

### **Fundraising & Supporter Development**

The update this month is provided via a standalone paper elsewhere on the agenda.

### **Other updates (Annexes)**

- [REDACTED]
- [REDACTED]
- III. King’s Health Partners
- IV. Health & Safety update
- V. Diversity and Inclusion
- [REDACTED]
- VII. Environmental Sustainability Report

Ed Byrne  
President & Principal  
July 2020

These pages have been redacted

## King's Health Partners Update

- **King's Health Partners COVID-19 response** – King's Health Partners research community responded rapidly to the COVID-19 outbreak, with more than £500k of pilot funding allocated on 23 March to projects from a range of disciplines. Across our partnership, [there are around 30 COVID-19 research studies](#) currently approved by the CMO.

Our team continue to work with MedCity to encourage national investment as we have moved into Step 3 Testing capacity of 16000 tests per day. We continue to work collaboratively and support KCL deliberations in testing arrangements for staff and students going forward.

- **Our new south east London COVID-19 guidelines for Palliative care and Breathlessness** [launched in April](#) and includes a formal statement on use of Oxygen use at the end of life.

Some additional examples of our response include working with the Education and Training to develop [learning resources](#), with our Mind & Body team to develop [health and wellbeing support](#) and on the [Life Lines](#) project to connect families with their loved ones. Additional activity as part of our COVID-19 response is featured in the bullet points below.

- **King's Health Partners Mind & Body** - Mental Health Awareness Week took place this month with a focus on kindness. The Mind & Body team shared ideas around [inspiring teamwork](#) and collated and shared [a number of health and wellbeing resources](#). As part of our commitment to staff mental health and wellbeing, we have also been encouraging staff to take part in NHS Check [by completing a 5-10 minute survey](#) which now features in King's Health Partners staff email signatures.
- **Education & Training at King's Health Partners** - *How I manage COVID-19 patients – meet the expert* – global clinical fora is now up and running [every Tuesday at 1pm through Zoom](#), with the option to catch up through the [King's Health Partners Learning Hub](#). Both local and global speakers have been lined up for the coming weeks. The team have also shared recordings of the COVID-19 grand rounds from King's College Hospital. The most recent King's Health Partners bulletin also featured [five of the top Learning Hub recommendations](#), courtesy of Education Academy lead Rachael Jarvis.

King's College Hospital have launched a series of Grand Round Webinars to share the expertise that we have gained in not only managing patients with COVID-19 but also in better ways of working and caring for each other. These webinars are scheduled for 13.00 on Wednesdays (with some exceptions) and will be recorded and uploaded onto the King's Health Partners Learning Hub for future viewing.

- **Supporting virtual visitation across the UK** - King's Health Partners have been heavily involved in the [Life Lines project](#) which enables virtual visits for families in ICUs across the UK. The initiative has now supported more than 170 NHS hospitals. The team have been supporting sites with implementation and follow-up support, with resources being reviewed and added to our website on an ongoing basis. The initiative has had considerable media coverage including the Guardian, the Independent, and on BBC Radio 5 Live.
- **Communications - King's Health Partners News** continues its fortnightly release of a more condensed, response focused bulletin. The latest bulletin featured [a message of thanks from Mayor of London, Sadiq Khan](#), orchestrated by the Mind & Body team, and a celebratory overview of activity for [International Day of the Nurse and Midwife](#).
- **Workforce changes** - Syeda Hasnain-Mohammed will be joining us as Head of Communications on 8 June.
- **King's Health Partners Joint Boards** – this was the first in the King's Health Partners Joint Boards meeting to be hosted online, featuring presentations on COVID-19 disease understanding, primary care response, palliative care and COVID-19 Testing progress. It provided a great opportunity to see how the partnership has pulled together to tackle the pandemic and the wealth of knowledge that we are now building.

# Health & Safety Update

## SAFETY MANAGEMENT SYSTEM

### Accident Management System (AMS)

No change since last report

### Auditing

No change since the last report.

### Compliance E-Learning (WorkRite)

- Agile Working e-learning course has been launched and the previous DSE Workstation Awareness course has been removed. Assessments carried out under the previous course have been retained. DSE Assessors are being advised and supported via a new Teams Site.
- An Introduction to Risk Assessment e-learning course has been prioritised to support the return to campus process. This is currently in development.
- The Health Surveillance e-learning course is in the final stages of development as part of the response to the HSE Improvement Notice and recent Notice of Contravention.

### Occupational health

- Due to H&SS resource limitations existing OH contracts will be extended to March 2021.
- H&SS is liaising with Occupational Health to strengthen Health Surveillance arrangements and identify means of improving compliance with the process in response to the recent Notice of Contravention.
- H&SS has requested an update from the OH providers on the arrangements they have in place to ensure continuity of service provision during the COVID-19 emergency.

### System Development

The following system developments are under way by H&SS:

- a) A revised Statement of Intent was submitted to Health & Safety Management Group meeting on 30<sup>th</sup> April. The revised draft welcomed and awaiting further comment from SVP Quality, Strategy & Innovation.
- b) SOS013 Engineering Controls. Drafted and submitted for technical consultation with key stakeholders and in final revision.
- c) Management Arrangements for the Prevention and Control of Laboratory Animal Allergens. Drafted and currently subject to technical consultation with key stakeholders.
- d) GN052 Health Surveillance and RPE Requirements for Respiratory Sensitisers. Drafted and currently subject to technical consultation with key stakeholders.

- e) Supplementary COVID-19 Risk Assessment template being drafted in consultation with key stakeholders

Documents (b), (c), and (d) are in development as part of the university's response to the HSE Improvement Notice (see 3.1 below).

In addition to (e) above, the following documents have been produced as part of the COVID-19 emergency (see 5.1 below):

- SN043 Safety Notice "Essential work during the COVID-19 pandemic: safe distancing and lone working"
- GN054 "Building health & Safety Management Risk Review and Action Planning Tool"
- GN055 "Health and Safety Risk Analysis: Return to Work Measures during the COVID-19 emergency"

H&SS is developing a SharePoint page to collate and host documents which form the framework for managing the risk associated with COVID-19 with links to primary source government guidance and references. This approach has been taken in recognition that King's is operating in "unknown territory" where knowledge of the virus and how it behaves is constantly changing. As such, official guidance may change and necessitate review and revision of the King's framework.

## **SERIOUS INCIDENTS / INVESTIGATIONS**

### Health Surveillance

As mentioned above systems are being developed to improve the ability to monitor health surveillance outcomes and improve compliance with the health surveillance process. Future reports will address any observable trends in adverse outcomes and draw attention to any cases which are suspected or confirmed laboratory animal allergy.

H&SS continues to monitor health surveillance outcomes in the context of the ongoing HSE investigation (3.1 below).

### RIDDORs (reportable to Health & Safety Executive (HSE))

None since last report

### Other Significant Incidents/Investigations

See table below:

AIRSWeb Reference	Date Reported	Brief Event Description	RIDDOR/ Significant Incident	Event Outcome	Investigation Status
AI9238	12/03/2020	IP cut themselves on a Microtome blade which had been left in unsafe condition by the previous user	Significant incident -	Injury. Refresher information and instruction for users.	Closed
AI9239	12/03/2020	Toxic Phenol chloroform – cracked tube in centrifuge. IP whilst attempting to clean up the spill dripped contents on wrist (NHS employee on KCL premises)	Significant incident	Injury. 2 visits to A&E following incident.  Batch of tubes being used were changed and manufacturer alerted.  NHS investigated and improved practices. IP has recovered.	Closed
AI9232	03/03/2020	Splash of ethanol to eyes – IP was not wearing adequate eye protection for the task being undertaken.	Significant incident	Injury. Visit to A&E. Review of eye protection provision and refresher information and instruction for users	Closed
AI9247	16/03/2020	Slip and fall in toilet on wet floor that had just been cleaned. Falling backwards the IP hit their head on the sink.	Significant incident	Injury below >7 reporting threshold.  Visited A&E twice (though not directly after the incident) experienced symptoms of headache, nausea etc.	Open

## Regulatory Visits and Enforcement

### King's: HSE Enforcement

HSE investigation into the RIDDOR report of occupationally acquired asthma, commenced November 2019 and continues.

King's received an Improvement Notice in December 2019 outlining a number of breaches in legislation. Due to COVID-19 HSE agreed to extension of the original deadline from 31 March 2020 to 8 May 2020. An Action Plan was developed by H&SS in consultation with key stakeholders and discussed at Health & Safety Management Group on 30 April. The Action Plan was submitted by the Principal on 5 May and the HSE Inspector accepted this provided that the actions identified were completed.

H&SS continues to lead on a project to evaluate the performance of room air handling (engineering control under CoSHH<sup>1</sup>) with E&F and BSU managers. E&F have appointed consultants to undertake a feasibility study of the air handling in Hodgkin to evaluate and determine whether the plant is capable of performing to the standards required to comply with HSE and Home Office requirements. This feasibility study will be extended to all other BSU facilities as part of a necessary programme of evaluation and improvement.

H&SS is liaising with IT and E&F regarding the necessary ability of BSU and other higher risk facility managers to receive live information on the performance of air handling systems and other building plant. This fulfils the CoSHH requirement to monitor engineering control measures to ensure that they remain effective and also enables early identification of potential performance issues (trend monitoring).

As part of the ongoing HSE investigation King's received a further Notice of Contravention on 6 May 2020 identifying a material breach of legislation due to insufficiently robust Health Surveillance arrangements. This matter had already been identified in the internal investigation and forms part of the internal action plan. King's has been given a deadline of 8 July to provide a details of its remedial actions.

Fees for Intervention will be incurred once HSE has completed its investigation. It is still unclear whether or not the investigation will culminate in further enforcement action and as such the focus is on mitigation by ensuring that all actions are completed within the proposed target dates.

### National HE

#### Secretary of State for Education: Fire Safety

The review is being led by E&F Assurance & Risk with advice and support from H&SS has been affected by the significant work being undertaken by both teams to assist and advise King's in its response to the COVID-19 emergency. Information on fire safety and other regulatory compliance aspects of King's buildings and 3<sup>rd</sup> party residences continues to be collated in order to provide a response in due course.

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<sup>1</sup> Control of Substances Hazardous to Health

## **Communication and Consultation**

### Safety Notices

A Safety Notice SN043 was issued in April regarding the importance of safe distancing and managing the risk of lone working associated with essential COVID-19 research (see 5.1 below).

### Infographics

H&SS is discussing necessary amendments to the self-isolation reporting form and the information supplied in PowerBI reporting to senior managers and key stakeholders providing support to staff and students (see 5.1 below).

### Microsoft Teams & SharePoint

H&SS has created two additional Teams sites to provide information and advice to First-Aiders and DSE Assessors and to encourage mutual support regarding common issues and solutions. These sites are being used to update role holders on developments regarding interim arrangements during COVID-19.

H&SS is using its Safety Officer Teams Site to answer queries and keep role holders up to date regarding interim risk management arrangements during COVID-19.

As stated in 1.5.3 above H&SS is developing a SharePoint page to host health and safety risk management arrangements and links to official guidance related to planning return to campus during COVID-19.

## **Risk Management & Assessment**

### **Novel coronavirus (COVID-19)**

H&SS team continues to provide support and advice on health and safety aspects of COVID-19 through membership of:

- Return to Campus Working Group,
- Silver Team (Health),
- COVID-19 Research Steering Group
- Technical Leads Resuming Research Group, and
- Resuming Research - Risk Analysis Subgroup

H&SS also continues to provide advice to on H&S aspects of various COVID-19 research and diagnostics proposals.

It should be noted that some Professional Services staff who are involved in more than one of the various COVID-19 workgroups have begun to show signs of mental and physical strain due to the time pressures and novel nature of the situation they are addressing.

It is important that there is a systematic risk assessment approach and process for the phased return to campus. The government guidance reminds us that we have a legal responsibility to assess and manage the risks of COVID-19. H&SS is developing a suite of documents (see 1.5 above) and guidance on SharePoint which supports the university in its decision making during the planning process for return to work and the Faculties and Directorates in their risk assessment reviews. GN055 in particular provides a risk analysis framework which identifies general approaches and control measures that may be utilised, it is designed to give managers the flexibility to identify the most practical and sensible measures to control the risk starting with collective measures of safe distancing and hygiene.

King's faces a challenge with regards to management of its outdoor spaces that are also public thoroughfares. There is evidence of lack of compliance with social distancing, particularly during warm weather, which Estates & Facilities are endeavouring to manage with signage and liaison with partner institutions whose staff use these areas.

H&SS manages the Microsoft Form and Flow for collection of information relating to self-isolation reporting and publishes regularly updated anonymised data in a PowerBI report shared with identified members of SMT and PSE.

H&SS continued with its assurance process associated with health, safety and fire safety aspects of handover of Champion Hill residences to KCH for nurse accommodation. However, following recent formal confirmation that KCH no longer requires the residences this assurance process has now ceased.

#### Health & Safety Services Staff Resource

The Deputy Director and Head of Infrastructure Safety have been notified that their Acting up status as Director and Deputy Director has been extended for a further 6 months. H&SS has furloughed 2 members of staff meaning that it is now a team of 7. This remaining team of specialists and senior staff continues to advise and support the university whilst it is subject to enforcement action and developing its framework for managing the risks associated with the current national COVID-19 emergency.

## 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

In light of the COVID pandemic, EDI priorities have changed. EDI have a role to ensure EDI is embedded into decisions around King’s response to COVID. King’s immediate response was compassionate and instinctively inclusive, we want to deepen the confidence in university decisions to avoid differential impacts for particular groups of staff and students.

To support King’s in considering EDI impacts of decisions, we have rapidly updated Equality Analysis materials, including quick reference guides, an abridged Equality Analysis template, and connected with critical working groups such as Gold and Return to Campus Working Group.

EDI have produced a *Coronavirus Disease Equality Considerations Report* which brings together research on the differential impacts of the pandemic on key demographic groups.

### Disability Inclusion

In light of the pandemic, staff and students are working away from campus. Their productivity and engagement is reliant on technology, and so the importance of accessibility is crucial. EDI, alongside IT and External

Communications, are prioritising practical support and tools for staff and students. The technical compliance workstreams have been paused until later in the year.

### Education, Awareness and Development

As part of cost-saving measures, King's have furloughed a number of staff. EDI continue to offer personal development, peer and pastoral support through Staff Networks, More than Mentoring, and Diversity Matters training products to keep our community engaged and to feel valued.

### Recognition

King's Athena SWAN self assessment was planned for April 2020 and the Race Equality Charter Mark is due in July 2020. Due to the COVID pandemic, AdvanceHE have offered extensions for both Charters. We currently hold Bronze awards for both AS and RECM. Maintaining our AS award is critical for the validity of AS awards held by faculties and departments, upon which NIHR funding is contingent. The RECM is not currently directly connected with funding.

Our intention is to prepare and submit a RECM application to the original July 2020 deadline. The EDI Function is working closely with a cross-university team (Race Equality Leadership and Action Team) to sensitively and empathetically engage our academic faculties and PS directorates as far as they are able, given the current situation.

One of the major drivers for an April Athena SWAN submission was the REF timetable. With REF being paused, we have an opportunity to progress actions ahead of a later submission. We are working to a November 2020 deadline for AS. We will be aiming for a Silver award at university level. Achieving Silver will maintain our credibility among our key competitors (UCL, Imperial and QMUL all hold Silver), be important in demonstrating our EDI commitment in REF, improve the effectiveness of King's, and EDI is our moral obligation.

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.**

The Athena SWAN Leadership and Action team have identified activity to improve our chances of Silver in November. We must remember to frequently take stock – especially for gendered and racial COVID impacts – and adapt and prioritise accordingly.

This item has been redacted

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# Environmental Sustainability Report

The 2018-19 environmental sustainability report is attached. It outlines our progress against our environmental sustainability targets, while also giving a brief look into the initiatives planned to address our key environmental impacts in 2019–20.

**ENVIRONMENTAL  
SUSTAINABILITY**  
*Report*

2018–19

BVSH HOVSE

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COVER PHOTO: BUSH HOUSE BY NICK WOOD

# Sustainable Development Goals

King's College London recognises that as an educator, we have a responsibility to play a central and transformational role in advancing the Sustainable Development Goals (SDGs) by 2030. The SDGs are a set of 17 goals aimed at transforming the world by 2030 and were approved by the member states of the United Nations (UN) in 2015. To showcase how our work relates to the Sustainable Development Goals, we have highlighted the relevant goals in each section of this report.



# Introduction

In 2018-19, we have made significant steps towards achieving our sustainability commitments, one of the enabling foundations of King's Strategic Vision 2029. We are proud to have been ranked fifth in the world in the inaugural [2019 Times Higher Education Impact Rankings](#), recognising our contribution to achieving the UN SDGs. While we scored highly across a range of SDGs, particularly SDG 3 Good Health and Wellbeing, SDG 5 Gender Equality, SDG 12 Responsible Consumption and Production, and SDG 17 Partnership for the Goals, this report focuses on our progress towards environmental sustainability.

We have successfully decoupled our growth from increasing carbon emissions. By July 2019, we reduced our scope 1 and 2 carbon emissions by 41% compared to 2005-06. Our carbon intensity per student and staff member reduced by 64% over the same time period. We are now working towards our target to be net zero carbon by 2025.

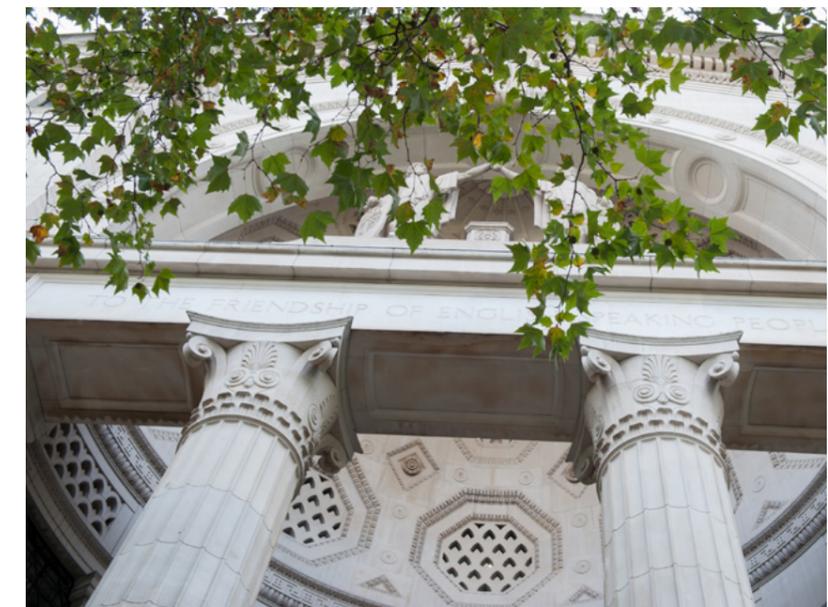
Students and staff were engaged in sustainability throughout the year. A record 66 teams took part in our Sustainability Champions scheme, with 30 teams being awarded Gold at the 2019 Sustainability Awards. Students volunteered nearly 700 hours for sustainability initiatives, including supporting Sustainability Champions teams as Sustainability Champions Assistants, supporting a social responsibility audit of King's as part of the ESSA Project, and assisting in the organisation of the inaugural Universities Against Modern Slavery Alliance conference.

Following our improvements in waste management and recycling in the previous year, we focused our efforts in further supporting our students and staff to reduce, reuse and recycle. Our Don't Be Trashy campaign in

King's Residences encouraged students to think about the waste they produce, and explored different ways to increase recycling.

Finally, we have introduced several initiatives to improve food sustainability at King's. King's Food opened Roots, their fully plant-based café at Bush House in September 2018. Successful with students and staff, the café was named a finalist for a UK & Ireland Green Gown Award for its contribution to sustainability.

A new 20p levy on disposable coffee cups, introduced in February 2019, is aimed at reducing waste from our cafés. All funds raised will be put into a Sustainability Projects Fund, which will be made available for student and staff sustainability projects. Recognising their commitment to sustainability, King's Food have been awarded two stars from the Sustainable Restaurant Association in their 'Food Made Good' rating in 2019.



In this report, we outline our progress against our environmental sustainability targets, while also giving a brief look into the initiatives planned to address our key environmental impacts in 2019-20. We also welcome your thoughts on the sustainability agenda at King's. If you have any comments, or would like to get involved in sustainability at King's, please get in touch with us by emailing [sustainability@kcl.ac.uk](mailto:sustainability@kcl.ac.uk) or visiting [kcl.ac.uk/sustainability](http://kcl.ac.uk/sustainability)

## 2018–19 Sustainability targets

Target: **TARGET ACHIEVED/ON TRACK** **PROGRESS TOWARDS TARGET** **TARGET NOT ACHIEVED**

<b>Environmental Management System</b>	Maintain ISO 14001:2015 certification	
<b>Water</b>	Reduce consumption of water by 2% each year over the 2013–2020 period (m <sup>3</sup> per total staff and student FTE)	
<b>Waste and resource use</b>	Achieve 65% recycling of non-hazardous office and residential waste by July 2019	
	Reduce total annual operational waste produced by the university	
<b>Carbon</b>	Reduce absolute CO <sub>2</sub> e emissions to achieve a 43% reduction in scope 1 and 2 emissions from a 2005–06 baseline by 2020	
<b>Partnership and community engagement</b>	Achieve SRA rating of at least one star	
	Engage with at least one local community project which promotes and improves the environment	
	Take an active role in sector sustainability networks such as LUEG, EAUC and GCSO	
<b>Clean Air</b>	Implement at least 2 clean air initiatives recommended by Business Low Emissions Neighbourhoods	
	At least 75% of King's directly controlled fleet to be zero/low emission vehicles	
	Increase the number of bicycle parking spaces across the estate	
<b>Construction and refurbishment</b>	BREEAM assessments carried out on all new buildings/major refurbishments as required by planning: New builds to achieve "Excellent" and major refurbishments "Very good"	
	All large-scale fit-out projects to apply King's Sustainability Guidance and checklist, or complete SKA assessment	
<b>Biodiversity</b>	Implement at least 75% of the agreed 2018–19 opportunities identified in the Biodiversity Action Plan	
<b>Training and awareness</b>	Achieve at least 600 hours of student engagement opportunities	
	Achieve minimum of 60 Staff Sustainability Champion teams completing Bronze, Silver or Gold	
	Minimum of 90% of eligible Estates & Facilities staff to complete the Fit for King's sustainability module within 12 months of induction	

## 2018–19 highlights



# Service at King's

'Service' is the term King's adopted in our Strategic Vision 2029 to describe our commitment to society beyond the traditional roles of education and research. The Service Strategy 2018–23 sets out what Service means to King's:

**Social reform:** We recognise that we have a responsibility to shape and transform local communities and societies across the world

**Educational experience:** King's graduates are distinguished not only by their knowledge but by their wisdom, character, service ethic and global mindset

**Research impact:** Our world-leading and outward-looking research is focused on meeting societal need

**Volunteering:** We support and facilitate students, staff and alumni participating in voluntary activities across numerous sectors

**Environmental sustainability:** We have made a commitment to protect the environment, whether it be in relation to energy saving, recycling or sustainable transport



King's was ranked fifth in the world in the 2019 Times Higher Education (THE) University Impact Rankings, a pioneering initiative that recognises and celebrates the social and economic contribution of universities. The new

THE University Impact Rankings use the UN SDGs as a framework for reporting on the social impact of universities.

Throughout 2018–19, the Service team led and supported a number of initiatives with social impacts, some of which are highlighted in this section. For the full range of inspirational stories on how King's is making a difference, read the Service annual report 2018–19 at [kcl.ac.uk/service](http://kcl.ac.uk/service)



## Service Time

A key part of the Service Strategy is to enable staff to participate in Service activities, regardless of what role they have at King's. To make this possible, Service Time was launched in October 2018 as part of our benefits offer for employees. Service Time allows all staff to spend up to one day per year on external Service activities, for example by volunteering within the community or for charitable organisations. This is due to be increased to three days from January 2020. Many teams across King's have used their Service Time to volunteer together and do team-building while helping local communities. For example, King's Venues volunteered with Buses4Homeless to help transform decommissioned buses into sleeping, eating, learning and wellbeing spaces for homeless people.

## King's Sanctuary Programme

King's Sanctuary Programme was formed in 2015 in response to the global issue of forced displacement, which affects more than 60 million people worldwide. The programme aims to initiate and lead on projects that create positive opportunities for young people whose education has been disrupted due to being displaced.

The Sanctuary Programme also supports the meaningful contributions that the King's community can make. As forced migration affects people locally as well as across the world, everyone at King's can make a difference. The Sanctuary Programme includes a range of projects, including the Partnership for Digital Learning and Increased

Access (PADILEIA), Sanctuary Scholarships, and the Refugee Community Sponsorship scheme.

PADILEIA is one of the Sanctuary Programme's flagship initiatives and was formed to meet the educational needs of a mobile and digitally literate refugee population in Jordan and Lebanon. With a shared interest in innovative digital pedagogy, student support and delivery, PADILEIA consists of three universities – King's College London, Al al-Bayt University in Jordan, and the American University of Beirut in Lebanon – as well as Kiron Open Higher Education (a digital-education NGO) and FutureLearn (a leader in online learning). The Programme is funded by the Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR)

programme, a competitive grant scheme established by the UK Department for International Development. SPHEIR is designed to catalyse innovative partnerships in low-income countries to improve the performance, governance and influence of higher education systems and institutions.

So far, the programme has launched three bespoke courses (English Elementary, English Intermediate and Nursing) on FutureLearn, designed by King's Online and King's faculties. 1,867 self-identifying refugees and disadvantaged young people have completed one of these courses so far, and there are approximately 95,000 learners registered on these courses worldwide.



PADILEIA students graduating from the Foundation Course run by AUB-CCECS

# Environmental Management



**Target**  
**Maintain ISO14001:2015 certification**  
 ● TARGET ACHIEVED



## Policy

King's has an overarching Environmental Sustainability Policy, which applies to all areas of King's. It sets out our key environmental commitments, including setting environmental objectives and targets, and providing opportunities for staff and students to engage with sustainability. As the policy is due to be reviewed in 2019, a new Environmental Sustainability Policy will be published in 2019–20.

## Progress

Our Environmental Management System (EMS) was re-certified with ISO14001:2015 in May 2019,

following an external audit. The EMS covers all areas of Estates & Facilities, and makes sure everyone in the directorate knows how to carry out their roles in a sustainable way. Regular internal audits, as well as training for key staff members, ensure that our procedures to improve sustainability are followed across campuses. A key element of achieving ISO14001:2015 certification is to show continual improvement in our environmental management. A number of new initiatives and improvements have been introduced in 2018–19 across a range of sustainability topics. These are covered in more depth in the remainder of this report.

# Spotlight on: Divestment



## Policy

The King's College London Ethical Investment Policy commits King's to make no direct investments in tobacco, and to divest from all fossil fuel investments by the end of 2022. In addition, King's aims to invest 40% of its funds in investments with socially responsible benefits by 2025. Both commitments are subject to there being no significant impact upon financial risks and returns, and details on where the university's endowment funds are invested are made publicly available on the King's financial information webpages.

## Progress and opportunities

The King's endowment is invested in funds that are reviewed to ensure they operate within both the letter and the spirit of our Ethical Investment Policy,

and the Investment Subcommittee of the university considers socially responsible investment as part of our asset allocation and investment manager selection process.

We have made further progress towards divestment from all fossil fuels in 2018–19. In July 2019, our exposure to fossil fuels was 2.3%, which means that 2.3% of our total investments at the time were in companies which own fossil fuel reserves. This is a significant decrease from 7.3% in July 2017, and 3.5% in July 2018. We will continue working towards full divestment from all fossil fuels, and expect to reach our full divestment target by the end of 2020, two years ahead of schedule.

King's has also divested fully from both tobacco and controversial weapons.



# Carbon and energy



**Target**  
Reduce absolute CO<sub>2</sub>e emissions to achieve a 43% reduction in our scope 1 and 2 carbon footprint from a 2005-06 baseline by 2020

● TARGET ON TRACK

### Policy

King's is committed to reducing our carbon emissions through the Environmental Sustainability Policy. We have set the target to reduce our scope 1 and 2 carbon emissions by 43% compared to our 2005-06 baseline, and to be net zero carbon by 2025.

The Energy and Carbon Management Policy specifies further commitments towards reporting, funding and efficiency objectives.

### Progress

We have now reduced our scope 1 and 2 carbon emissions by 41% compared to our 2005-06 baseline. This means

that we are only two percentage points from achieving our 43% reduction target, and are confident we will achieve this by our 2020 target date.

We have achieved these carbon savings despite significant growth of the university estate and student and staff numbers, with carbon emissions per full time equivalent (FTE) students and staff having reduced by 64% since 2005-06.

We are continually working on energy efficiency upgrades, particularly in improving the efficiency of lighting and upgrading to LED lights across our campuses.

Since October 2017, all electricity directly purchased by King's has

been sourced from 100% UK wind power backed by Renewable Energy Guarantees of Origin (REGO) certificates. When using a market-based calculation method and taking into account our renewable energy purchasing, our emissions have reduced by 62% from our 2005-06 baseline.

We have also engaged students in our carbon and energy policies. The King's Energy Cooperative was founded in 2018 with the aim to increase the generation of renewable electricity on campus. The Energy

team have worked with them to deliver energy audit training and tours of existing solar panels at King's. In 2019, the King's Energy Cooperative won the King's College London Students' Union (KCLSU) Environmental Impact Award for engaging students with sustainability and energy.

Our indirect, or scope 3, carbon emissions continue to form a significant part of our overall carbon footprint. Scope 3 includes indirect emissions such as emissions from goods and services we buy, business

travel, and the treatment of waste from the university. We have made progress towards measuring these more accurately in 2018-19, with the view to set baselines and targets. A summary of our key sources of scope 3 emissions can be found on the following page.

### Challenges and opportunities

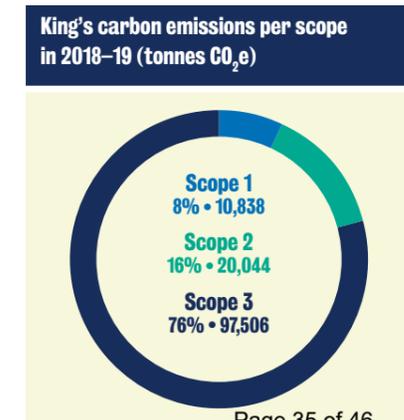
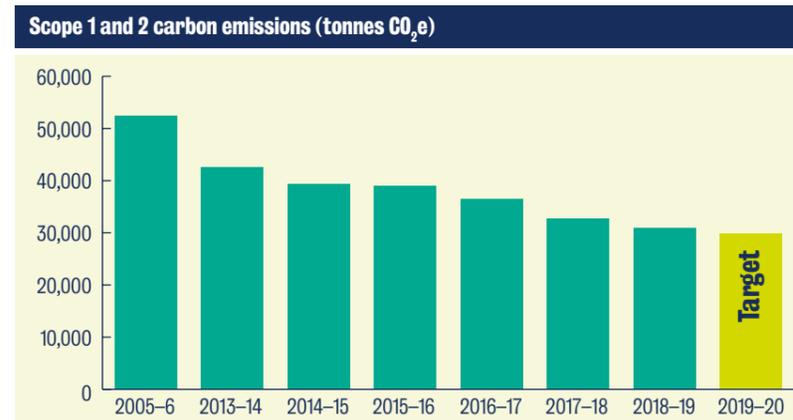
With our 43% reduction in carbon emissions target only one year away, we will continue to focus on energy efficiency projects in 2019-20. For example, we are looking at improvements to our Building Management System (BMS) to ensure we can control our energy use appropriately.

We also continue to improve the sourcing of our electricity, and in October 2019 signed a Power Purchase Agreement (PPA) with wind farms in Scotland and Wales.

Having committed to be net zero carbon by 2025, we will develop a strategy and action plan for achieving this ambitious target by looking at how we can upgrade our existing buildings and ensure any new buildings meet high standards of energy efficiency.

Scope	Emissions Source	Tonnes CO <sub>2</sub> e
Scope 1	Natural gas	10,544
Scope 1	F-gas	235
Scope 1	Gas oil and diesel	30
Scope 1	Fuel for university-owned vehicles	29
Scope 2	Electricity	18,098
Scope 2	Steam and hot water	1,946
Scope 3	Supply chain	85,679
Scope 3	Business travel – air	6,849
Scope 3	Business travel – non-flight	56
Scope 3	Third-party Residences	2,986
Scope 3	Electricity transmission and distribution	1,537
Scope 3	Water supply and treatment	350
Scope 3	Waste	49
Total scope 1, 2 and 3		128,388

	Unit	2005-06	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
CO <sub>2</sub> e	tonnes	52,389	42,607	39,416	39,013	36,475	32,904	30,882
University income	£000	387,951	603,668	684,225	738,286	778,150	841,030	902,000
CO <sub>2</sub> e per £000 of income	tonnes	0.14	0.07	0.06	0.05	0.05	0.04	0.03
Staff and student numbers	FTE	21,764	28,031	28,888	30,616	32,669	34,521	35,764
CO <sub>2</sub> e per FTE	tonnes	2.41	1.52	1.36	1.27	1.12	0.95	0.86
Space (Net Internal Area, NIA)	m <sup>2</sup>	n/a	218,683	236,985	247,440	252,452	250,191	251,154
CO <sub>2</sub> e per m <sup>2</sup> NIA	tonnes	n/a	0.19	0.17	0.16	0.14	0.13	0.12



# Spotlight on: Scope 3 carbon emissions



As scope 3 emissions make up a significant part of our total carbon footprint, this section gives an overview of two key sources of scope 3 emissions at King's. Scope 3 emissions are defined as indirect emissions that occur up- and downstream in our value chain. For example, this includes the emissions from products we buy as well as from the disposal of our waste. While they are indirect emissions, we report on those we have data for through our annual Environmental Sustainability Report and the Higher Education Statistics Agency's annual Estates Management Return. Over the next year, we are also looking at how to include these emissions in our net zero carbon by 2025 target.

### Procurement

Procurement is the largest source of scope 3 emissions at King's, making up 85,679 tonnes and 67% of our total scope 1, 2 and 3 emissions. However, it is also a category where the availability and quality of data has historically been poor. Currently, our procurement emissions are calculated on the basis of our spend on specific product categories. While this gives us an estimate of our emissions, many uncertainties remain. Product codes are often general, and wrong product

codes may be used by those purchasing goods and services. To reduce this, King's is now using the United Nations Standard Products and Services Codes (UNSPSC) system, but our data shows that part of our spend remains in unclassified categories.

### Business travel

Our second-largest source of scope 3 emissions is business travel, in particular air travel. This includes all journeys booked through our travel management provider, with university credit cards, as well as travel claimed through expenses. Our air travel emitted 6,849 tonnes of CO<sub>2</sub>e in 2018-19, compared to only 56 tonnes for land-based business travel. While data quality for travel paid for through university credit cards or expenses is poor, our travel management provider supplies us with in-depth data on our air travel.

As we are starting a project on reducing air travel in 2019-20, we analysed our provider's 2018-19 data to gain a better understanding of our travel. In 2018-19, 4% of flights booked through the provider were domestic, 32% were short-haul, 33% were long-haul, and 31% were international (from a non-UK airport to a non-UK airport). Our most common domestic destinations were Newquay, where the King's Service Centre is located, followed by Glasgow and Edinburgh. This suggests that there may be scope for encouraging staff to swap flights for trains on some routes. 70% of trips to Paris are already made by rail. We also found that a small percentage of fliers made up a significant share of flight emissions, with the top 1% of fliers by emissions producing more emissions (728 tonnes of CO<sub>2</sub>e) than the bottom 50% of fliers (663 tonnes of CO<sub>2</sub>e).

Breakdown of our scope 3 emissions from procurement	
Category	Tonnes CO <sub>2</sub> e
Business services	24,159
Paper products	2,461
Other manufactured products	6,193
Manufactured fuels, chemicals and glasses	2,714
Food and catering	3,287
Construction	22,454
Information and communication technologies	6,609
Waste and water	500
Medical and precision instruments	5,164
Other procurement	4,890
Unclassified	7,247
<b>Total</b>	<b>85,679</b>

# Waste and recycling



**Target:**  
Achieve 65% recycling by weight of total non-hazardous office and residential waste by July 2019

● PROGRESS TOWARDS TARGET

**Reduce total annual operational waste produced by the university (excluding construction)**

● TARGET ACHIEVED

### Policy

The university's Waste Management Policy, approved in June 2017, sets out our commitments and objectives regarding sustainable waste management. King's is committed to following the waste hierarchy of 'Reduce, Reuse, Recycle', prioritising reducing waste, reusing items and recycling wherever possible over generating energy from waste. In 2018-19, our target was to recycle 65% of non-hazardous operational waste by the end of the academic year, rising to 70% in 2019-20. We are also committed to sending zero non-hazardous waste to landfill.

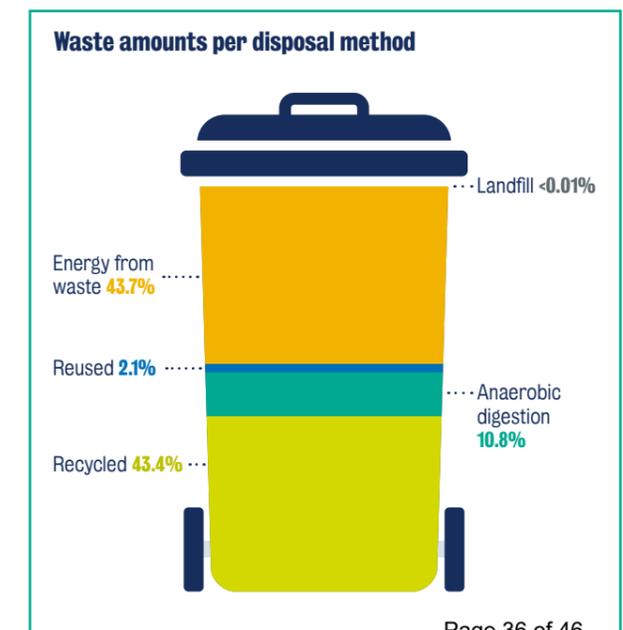
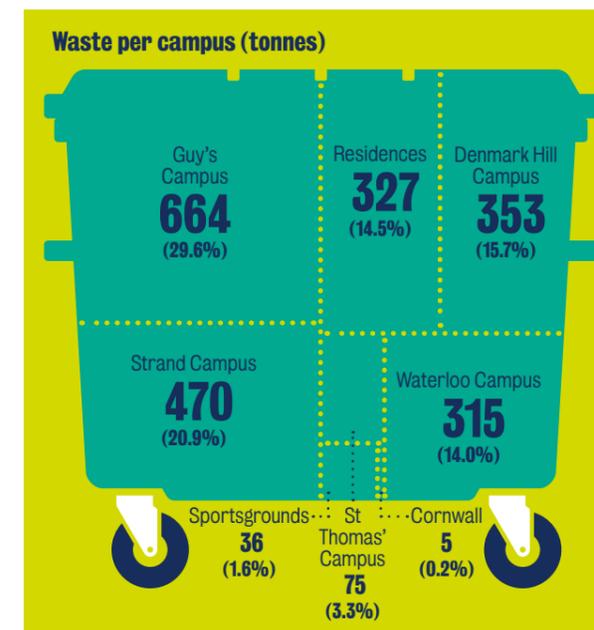
### Progress

We have made further improvements to our waste management in 2018-19. In August 2018, our recycling rate was 54%. Following the improvements implemented throughout the year, the recycling rate increased to 64% by July 2019. While this means we

did not achieve our target of 65%, it was a significant improvement and puts us on track for our 70% target for 2019-20. Compared to August 2017, our recycling rate has increased by 25 percentage points from 39% to 64% in two years.

Monthly waste reports from our contractors mean that we can track our recycling rate throughout the year, and identify issues and improvements as they come up. Our waste management dashboard is shared with campus managers, enabling them to monitor their campus's performance on our recycling league table.

By switching all recycling, glass, food waste and general waste collections to one contractor at all campuses and residences, we have been able to implement the same recycling guidelines across King's, making it easier for our students and staff to recycle. Following a successful trial at the James Clerk Maxwell Building,



## Waste and recycling *(continued)*

we also introduced food waste bins into all office kitchens. This means that rather than going into general waste, office kitchen waste such as coffee grounds, plate scrapings and tea bags now go to anaerobic digestion and are turned into biogas and fertiliser.

Recognising that further segregation of recycling waste streams is beneficial, we also introduced a separate cardboard waste stream. Cardboard balers were initially trialled at Denmark Hill, and are now being rolled out across all campuses. Using the balers means our cardboard is now separated from all other waste streams, and the bales tied by the machines can be sent directly to a papermill rather than going through the mixed recycling sorting process. When they were introduced in February 2019, the balers processed 2.7 tonnes of cardboard, rising to 4.2 tonnes in July 2019.

Use of our internal furniture re-use platform Warp It fell compared to the previous year, with 3 tonnes of waste, 8 tonnes of CO<sub>2</sub>e and nearly £20,500 saved. This was due to the exceptionally high use of Warp It in 2017-18, when a clear-out of furniture of Bush House meant more items were available than in other years.

We have also reduced the total amount of non-construction waste produced at King's by 6%. In 2017-18, our total operational waste was 2,389 tonnes, equivalent to 69kg per FTE students and staff. In 2018-19, this was reduced to 2,245 tonnes, equivalent to 63kg per FTE students and staff.

### Challenges and opportunities

In 2018-19 we came close to our 65% recycling target for non-hazardous operational waste, but missed it by

one percentage point. In 2019-20, this target will increase to 70%, pushing us to further improve our waste management processes. We will continue to roll out cardboard balers, work with campus teams to remove skips on site, and continue to engage with students and staff on recycling.

While we are committed to sending no non-hazardous waste to landfill, a small quantity (95kg) of bulky

furniture waste was sent to landfill in 2018-19. To ensure this reaches zero in 2019-20, we have ensured only our preferred contractors, who send no waste to landfill, are used for bulky waste collections.

The total amount of operational waste produced at King's decreased in 2018-19, but to push further reduction we will set specific targets for waste reduction in 2019-20.

### Don't Be Trashy

Don't Be Trashy is an innovative engagement campaign we ran in collaboration with the behaviour change charity Hubbub. Our aim was to trial positive and fun 'nudge' techniques to find the best way to help students recycle in halls.

For the campaign, we picked flats in three of our residences and made small changes to encourage reuse and recycling. At Stamford Street Apartments (SSA) we gave students a 're-use' kit, including reusable coffee cups and straws, shampoo bars, and food containers. We also included a 'How to' [guide booklet](#) with tips on how to reduce waste, for example by properly storing food to keep it fresh and cooking popular takeaway dishes rather than ordering them. The aim of this was to make reuse as easy as possible.

At Champion Hill, we installed vinyl stickers throughout the flat, reminding students to freeze leftovers, recycle bathroom items and use the different recycling bins. We hoped that this would give residents a visual reminder of recycling when they were about to put something in the bin.

At Great Dover Street Apartments (GDSA) we created 'community gallery' posters. The posters showed images of the halls' cleaning teams, their names, and messages about looking after rooms, shared areas and bins. The aim of these was to instil a sense of pride and shared ownership in residents, making them more likely to look after facilities.

Alongside this, Hubbub and King's ran a social media campaign and made resources like the 'How to re-use' guide available to all online. When we asked students about their attitudes on recycling at move-in in September, 64% said they recycle even if it requires extra effort. By November, this went up to 75%. Throughout the year we also improved recycling facilities at the halls, and as a result recycling rates increased from 40% in February 2018 to 56% in February 2019.

## Sustainable food



**Target:**  
Achieve SRA Rating of at least one star for King's Food  
● TARGET ACHIEVED

### Policy

Our Sustainable Food Policy commits King's to providing sustainable and healthy food to the university community, while addressing environmental and social impacts of our catering and hospitality operations. In addition, King's and KCLSU are co-signatories of the Fairtrade Policy, which commits the university and students' union to supporting and promoting Fairtrade products and campaigns at the university.

King's is also a member of the Sustainable Restaurant Association (SRA), and completes an annual submission to their 'Food Made Good' rating. This rating gives us the chance to be externally benchmarked for our sustainability efforts, and allows us to measure our improvements year on year.

### Progress

King's Food have made significant improvements on food sustainability

in 2018-19. In September 2018, King's became one of the first universities to open a fully plant-based café. Roots, located on the 8th floor of the newly refurbished Bush House, makes plant-based options easily available to the King's community.

King's Food have also reduced the amount of disposable coffee cups sold in their outlets. Where in 2016-17 4% of hot drinks were sold in reusable cups, this increased to 54% in the period from February to July 2019. This was due to two initiatives.

Due to a lack of dishwashers, cafés only offered disposable coffee cups to those who did not bring their own reusable cups. King's Food have now installed dishwashers and bought crockery mugs for each outlet, giving students and staff the option to enjoy their drinks in reusable mugs while in the cafés. In February 2019, King's Food also introduced a 20p levy on all disposable coffee cups. All funds raised from this are put towards the Sustainability Projects Fund, which



## Sustainable food *(continued)*

will be used to fund sustainability projects proposed by students and staff.

The King's Food team have also increasingly worked with the university's Procurement team to source more sustainable products. This has had a particular impact on the hospitality menu served at events at King's. Honey is now sourced locally from Bermondsey Street Bees, which are located less than a mile from Guy's Campus. Bread is sourced from Paul Rhodes, an independent bakery located in Greenwich in southeast London. For events where alcohol is served, King's Food serves Hawkes Cider which is made from London apples and brewed a mile from Guy's Campus, as well as beer brewed in Westminster.

Throughout the year, the Fairtrade and Sustainable Food Steering Group provided a forum for King's Food and KCLSU to align their initiatives, and for students and staff to raise ideas and concerns. Ideas raised in the group are often turned into new initiatives, such as a proposal by student societies to donate food from King's Food cafés. Starting in September 2019, King's Food are donating leftover packaged food from their outlets to be distributed to local homeless people by the Hot Chocolate Society.

As a result of these increased sustainability efforts in 2018–19, King's received a two-star rating in the 2019 SRA Food Made Good rating, increasing our score from 59% in 2018 to 68% in 2019.

### Challenges and opportunities

After achieving two stars in the 2019 SRA Food Made Good rating, King's Food are now targeting the highest level of three stars for their 2020



### Roots – a plant-based café for King's

In September 2018, King's Food opened its first 100% plant-based café on the 8th floor of the newly refurbished Bush House. The café is a natural next step in our work to reduce meat consumption, an often carbon intensive food choice, and instead promote lower carbon plant-based options. Now named 'Roots', the café has a daily salad bar and serves snacks as well as hot lunches. When having hot drinks, students and staff can choose from four different plant-based milks free of charge. Creating menus and exciting new dishes for Roots meant that chefs learned more about plant-based meals, and attended plant-based cooking courses – this knowledge now influences menus at other outlets too. Roots has also gained national recognition by being shortlisted for a UK & Ireland Green Gown Award, and has resulted in King's being named as one of PETA's most vegan-friendly universities.

submission. The SRA has suggested actions King's can take towards achieving this, in particular making sure any policies around responsible sourcing are written down and published to ensure greater transparency and consistency in sourcing.

King's will also be audited for the new Fairtrade University Award in Spring 2020. The new accreditation looks at a wider range of criteria than the previous award, so King's Food, KCLSU and the Sustainability team will work together to ensure King's retains its Fairtrade University status.

## Fairtrade



### Policy

King's and KCLSU approved a joint Fairtrade Policy in 2017, committing the university to supporting, promoting and using Fairtrade goods. This should be done by holding regular Fairtrade Steering Group meetings, procuring Fairtrade goods and selling them on campus, and raising awareness and engaging students around Fairtrade.

To show our commitment, King's signed up to the new Fairtrade Universities Award, a collaboration between the National Union of Students (NUS) and the Fairtrade Foundation.

### Progress

In 2018–19, we started work towards achieving the new Fairtrade Universities Award in conjunction with KCLSU. The new scheme required us to develop and publish an action plan, which is available on the King's website. Actions include making sure that Fairtrade products are on sale at all outlets, holding events and promotions around Fairtrade, and stocking Fairtrade in new product categories.

We are also monitoring and reviewing the number of Fairtrade items sold across our campuses.

Coffee and tea sold at our outlets and hospitality events are Fairtrade certified, and in 2018–19 we served over 425,000 cups of Fairtrade coffee and over 95,000 cups of Fairtrade tea in our cafés, as well as nearly 400,000 cups of Fairtrade coffee and tea at events and conferences. Going beyond hot drinks, King's Food also sold over 95,000 Fairtrade snacks including cookies, chocolate bars and muffins. As King's Food move towards increasing the range of baked goods made in-house, they are also using Fairtrade ingredients to bake these treats.

Our Fairtrade and Sustainable Food Steering Group continues to meet four times per year, and helps us keep our Fairtrade commitments on track as well as providing an opportunity to identify new Fairtrade items that could be introduced or swapped.

During Fairtrade Fortnight 2019, King's Food held a number of promotions on Fairtrade items to encourage students and staff to buy Fairtrade. We also held a flagship "How to feed the college sustainably" event with King's Food and the

Department of Geography, where chefs from King's Food told students about the various sustainability initiatives King's Food is working on.

In March 2019, we also supported the inaugural Universities Against Modern Slavery Alliance (UAMSA) conference. Founded by a King's staff member, UAMSA aims to bring together academics, procurement professionals and students to tackle issues surrounding modern slavery. You can read more about UAMSA in the case study on page 17.

### Challenges and opportunities

As the new Fairtrade Award is run over a two-year period, our first audit will not take place until spring 2020. This means that over 2019–20, we will continue to prepare for the audit by completing further actions, targeting one star in our first year. To achieve this, we will continue to work with our catering and procurement teams, as well as KCLSU, to embed Fairtrade further into King's. For example, we will look at stocking Fairtrade products in additional categories such as wine and clothing.



## Spotlight on: Supply chain



to an estimated 85,679 tonnes of CO<sub>2</sub>e in 2018-19. As this estimate is based on spend data, it is reliant on the availability of accurate procurement records. 2018-19 was our first year using a new finance system, which now requires the use of the United Nations Standard Products and Services Codes (UNSPSC) for each product or service bought. These go into more detail than the previous Proc HE coding system, so allow

us to get a better picture of how funds are spent across King's.

### Challenges and opportunities

In 2019-20 we will continue to work towards reducing our carbon emissions from our supply chain. The Procurement Services & Strategy team are holding regular meetings with key suppliers to assess how we can make carbon savings.

### Policy

King's approved its new [Socially Responsible Procurement Policy](#) in March 2019, ensuring the King's Service Strategy is reflected in the way we procure goods and services.

The policy's objectives include purchasing fairly-traded, local, seasonal food and drink, using local businesses and small and medium enterprises especially in our home boroughs, and increasing the number of social enterprises in our supply chain.

To support this policy, the Procurement team provides guidance to King's staff and suppliers to help them understand requirements and procedures.

They will also encourage the inclusion of small and medium size enterprises by making procurement processes proportionate, and identify contracts particularly suitable for social enterprises and local businesses. Social, economic and environmental criteria will be incorporated into scoring mechanisms to ensure these objectives are met.

### Progress

We know that our supply chain makes up the biggest part of our scope 1, 2 and 3 carbon emissions, and amounts



### Universities Against Modern Slavery Alliance (UAMSA)

UAMSA was set up in 2019 by King's staff member Rebecca Brown. Its aim is to be a new association between universities which aims to bring the issue of sustainability and labour exploitation in supply chains into the public conscious. It has two goals:

- To bring together students, academics and professional services staff to engage in knowledge sharing and collaborative action, with a goal to turn our institutions into business models of fair and sustainable practice
- To empower and equip students UK-wide with the tools to be successful changemakers, through effective activism or by gaining practical work experience in these fields.

The inaugural UAMSA conference was held in March 2019 at King's. It featured a series of afternoon roundtable discussions bringing together students, academics and professional services staff to exchange ideas on best practice and current initiatives within their own institutions. In the evening, a panel discussion featuring academics and activists explored how we can implement effective measures against slavery towards a fairer and more sustainable economy.

## Engagement



### Target

**Achieve at least 600 hours of student engagement opportunities**

● TARGET ACHIEVED

**Achieve a minimum of 60 Staff Sustainability Champions Teams completing Bronze, Silver or Gold level**

● TARGET ACHIEVED

**Minimum of 90% of eligible Estates & Facilities staff to complete the Fit for King's sustainability module within 12 months of induction**

● PROGRESS TOWARDS TARGET

### Policy

The Environmental Sustainability Policy commits King's to promoting environmental management by increasing the awareness of environmental responsibilities amongst staff and students. We are also committed to supporting students who would like to develop sustainability skills.

### Progress

Both students and staff engaged with sustainability through a number of projects in 2018-19.

Our Sustainability Champions programme encouraged more teams to embed sustainability in their departments than ever before, growing to 66 teams. Of these, 26 were awarded Bronze, while 10 achieved Silver. An outstanding 30 teams achieved Gold this year, nearly doubling from 17 in the previous year.

In the laboratories, 10 teams tested the new Laboratory Efficiency Assessment Framework (LEAF). LEAF has been designed specifically for labs, and is aimed at making calculating cost and carbon savings as easy as possible, with

an additional focus on research quality and reproducibility. Like the Lab Sustainability Champions programme, it consists of Bronze, Silver and Gold levels. Four teams achieved Bronze, two achieved Silver, and four achieved Gold in the pilot year.

Students also had the opportunity to get involved in the Sustainability Champions programme. We trialled a Sustainability Champions Assistants (SCA) scheme, where students received training from the NUS and were assigned a staff team to support throughout the year. They were then also offered the opportunity to train as auditors and audit a Champions team at the end of the year.

To celebrate the achievements of our Sustainability Champions, we published a "[Sustainability Champions Stories 2018-19](#)" booklet, available through the King's website. It highlights 19 case studies and quotes from our Champions and their student auditors. A few stories from the booklet are highlighted in this section.

Students volunteered 696 hours of their time for sustainability projects in 2018-19. A significant part of this was for the European Students



# Engagement *(continued)*

## European Students Sustainability Auditing (ESSA) project

In 2018-19, King's volunteered to be audited as part of the ESSA project. As part of the project, students were trained to audit participating universities against the Benchmark Standards for University Social Responsibility across the European Higher Education Area and received a Certificate in Social Responsibility Auditing. King's was the final audit host, welcoming students from the University of Porto, the University of Edinburgh and the Kaunas University of Technology. To ensure King's students gained valuable insights into social responsibility audits as part of the project, we recruited eight student volunteers from King's. They were trained as Social Responsibility Audit Assistants at the University of Edinburgh, and supported visiting students during the audit by introducing them to King's and participating in the audit interviews. The audit included interviews with senior leaders, staff and students from across King's. At the end of the week-long audit, the student auditors presented their findings in the four key areas:

- Research, teaching, support for learning and public engagement
- Governance
- Environmental and social sustainability
- Fair practices

Since the audit, King's has taken steps to implement the recommendations, and our Social Responsibility Audit Assistants presented the findings to key groups such as the Service Committee and Audit, Risk and Compliance Committee to ensure they are followed up on.



Sustainability Auditing (ESSA) Project, which saw a group of eight students receiving training and supporting a social responsibility audit of King's.

The King's Sustainability team also delivered a number of events during Welcome Week, Sustainability Week and Fairtrade Fortnight. During Welcome Week, we were present at Welcome Hubs, and ran a vegan lunch as well as an 'Introduction to sustainability' session. During Sustainability Week, we ran Pop Ups at all campuses, did gardening at the Maughan Library and organised a vegan potluck lunch.

The Estates & Facilities "Fit for King's" programme continued to support sustainability by ensuring all Estates & Facilities staff are inducted in sustainability. All new starters are enrolled in the programme, and in 2018-19 approximately 80% completed the sustainability module within 12 months of starting at King's. We are also working with the Organisational Development team to include sustainability in their "Welcome to King's" inductions, which are open to all new staff at King's.

## Challenges and opportunities

While we had a lot of interest in the SCA scheme, engagement often depended on whether staff Sustainability Champions had the time to assign tasks. We hope to formalise this part of the programme more in the next year, making it easier for staff to integrate the SCAs into their team.

Following the success of LEAF, all laboratory Sustainability Champions will transfer to the new framework in 2019-20.

## Sustainability Champions Stories



### Education, Communication & Society

The Education, Communication & Society Champions within the Faculty of Social Science & Public Policy worked to build sustainability and environment into curricula across the School. In 2018-19, they developed three new modules that will support students to critically engage in ideas of environment and sustainability as they pursue degrees in Science, Technology, Engineering and Mathematics (STEM) Education and Social Sciences. The modules are due to be available in 2019-20.

The first is the Environmental Education, Sustainability and Society module, developed as part of a new MA STEM Education programme. It will introduce students to key perspectives in environmental education with a view to critically applying these to their personal lives, professional practices and their engagement with wider society.

The second, entitled Making in STEM, will support Masters students to examine the pedagogy underpinning practice of 'making' related to STEM learning and will include a substantive focus on environmental science.

Finally, a new degree course, the BA Social Sciences, will embed themes of sustainability, climate and environment across its curriculum, including through the Environment and Society module that focuses on understanding and addressing the complex social, cultural, political and economic facts that underpin environmental problems.

In addition, the team have embedded sustainability into many areas of the School. For example, they have worked with King's Food to ensure reusable crockery can be used at Waterloo Bridge Wing. They have also released two research reports examining the current state environmental educational policy and practice in England's secondary schools, making a series of policy recommendations which have already prompted rich discussions across the sector.

### Cardiology Laboratories

There are no central stores at Denmark Hill, and so there are no cost or sustainability benefits that can be obtained from bulk purchasing. This increases the number of deliveries that are necessary from each supplier to provide for the requirements of this site.

The Cardiology Laboratories team, led by Rosie-Marie Minaisah, dedicated huge effort to set up supplier freezers for two suppliers in the James Black Centre (JBC) to serve the Denmark Hill Campus. The freezers stock most of the consumables bought from these companies. This has led to a significant reduction in the volume of deliveries from both suppliers, as deliveries are only triggered once the stock of one product dips below 50% instead of anytime a product is taken. Over the course of the year, stocks are adjusted with the aim to result in a single delivery being made each month, compared with up to 20 deliveries a month previously. There is also a reduction in storage space required to house reserves of these consumables in the labs and a discount of 10% on every product bought.

The Cardiology Laboratories team was shortlisted for a King's Award for this project.



# Sustainable transport



**Target:**  
Implement at least two clean air initiatives recommended by Business Low Emission Neighbourhoods

● TARGET ACHIEVED

At least 75% of King's directly-controlled fleet to be zero/low emission vehicles (excluding sportsgrounds' off-road and King's Food static vehicles)

● TARGET NOT ACHIEVED

Increase number of bicycle parking spaces across the estate

● TARGET ACHIEVED

## Policy

The King's Green Transport Policy aims to encourage sustainable travel for those studying and working at King's, as well as those visiting our campuses. This includes promoting walking, cycling and public transport, and reducing the use of individual vehicles run by the university.

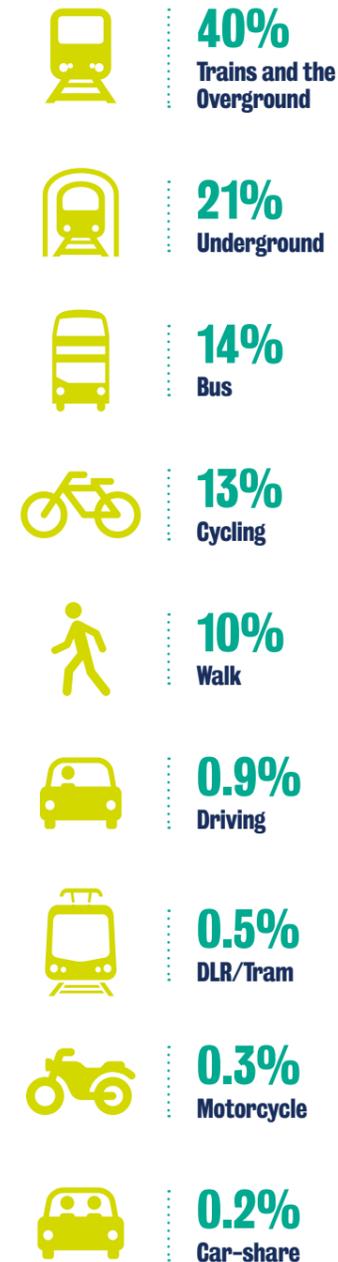
## Progress

In 2018-19, we conducted a travel survey among King's students and staff with the aim to find out how they commute to campus.

We found that the vast majority of King's students and staff travel to campus by public transport, with trains and the Overground (40% of respondents), as well as the Underground (21% of respondents) being the most popular modes of transport. The use of cars is very low, with only 0.9% of respondents driving a car alone, and 0.2% sharing a car as a passenger.

13% of respondents said that cycling is their primary mode of transport to university, and 7% listed cycling as an additional or occasional mode of transport. Overall satisfaction with cycling facilities was medium for the security and number of cycle parking spaces at King's, and low for facilities such as showers, lockers, bicycle repair and information on routes and facilities. This was reflected in the improvements suggested when asked what would encourage students and staff to cycle to campus, with many saying good shower and changing facilities, as well as good lighting/security on the route would encourage them. However, the most common answer was that nothing would encourage them to cycle, with

## Main modes of travel to campus for students and staff



many citing concerns about road safety, the lack of cycle lanes and lack of confidence in cycling on the roads as barriers.



As our campuses are spread out across London, the majority of students and staff travel between campuses at least occasionally. Many choose active travel modes for this, with nearly half of respondents saying that walking is one of their main modes of transport between campuses.

With some of our campuses falling within the London Mayor's 'Low Emission Neighbourhoods' (LEN), we have engaged with local Business Improvement Districts (BIDs) on clean air initiatives. At Guy's Campus,

we opened up the courtyard outside the Science Gallery to Team London Bridge, the local BID, to host a cargo bike expo. During the event, local businesses could meet a range of cargo bike suppliers and couriers, and learn about Team London Bridge's support for businesses who switch to cargo bike deliveries to improve air quality. We also promoted local campaigns to encourage the use of collection points for parcels to reduce the number of deliveries and delivery vans in central London.

At Strand Campus, the former KCLSU shop at 171 Strand was used to display plans for City of Westminster's transformation of the Strand Aldwych area. A consultation was run during spring 2019 on transforming the space around Strand Campus by removing traffic from parts of the Strand, improving public spaces including creating a new plaza around St Mary Le Strand Church, and creating a cultural and learning quarter by joining up with organisations and institutions in the area.

## Challenges and opportunities

Our travel survey showed that despite making improvements to cycling facilities and increasing the number of cycling spaces to approximately 1,200 spaces, further improvements are necessary in many areas. We will continue to work with campus and projects teams to make sure cycling is an attractive option for our students and staff.

Estates & Facilities vans have not yet been replaced with electric vehicles, but this remains an objective for the next year.

Carbon emissions from business travel remain an important issue. In 2018-19, air travel was responsible for 6,849 tonnes of CO<sub>2</sub>e, or 5% of our total scope 1, 2 and 3 carbon emissions. In summer 2019, a travel group was set up to discuss how to reduce these emissions, and how to embed sustainable travel into the updated university-wide travel policy. This includes improving IT facilities, providing new procedures, and discussing the issue of air travel emissions with the wider university including committees such as our Academic Board.

# Biodiversity



**Target**  
 Implement at least 75% of the agreed 2018-19 opportunities identified in the Biodiversity Action Plan

● PROGRESS TOWARDS TARGET

### Policy

Through its Environment and Sustainability Policy, King's is committed to maintaining the grounds and buildings of our estate in an environmentally sensitive way to cultivate biodiversity. We have developed and published a Biodiversity Action Plan with the London Wildlife Trust, assessing our campuses' current value for biodiversity and suggesting actions to improve it.

### Progress

After finalising the Biodiversity Action Plan, we worked with campus operations teams to assess the feasibility and timescales of the actions proposed by the London Wildlife Trust, and worked with them to start implementing the actions.



27, or 44%, of the 61 proposed actions for 2018-19 were completed on time, with a further 11 actions in progress. At the New Malden sports ground, edges of the field that were not used for sports were left unmown to provide cover for wildlife from the neighbouring Hogsmill Valley Nature Reserve. At Guy's Campus, the lawn in the Memorial Gardens was replaced following damage from a marquee set up during Welcome Week, and the edges around the lawn were re-planted with a range of shrubs and bushes. At Denmark Hill, an invertebrate habitat nicknamed "The Grand Bee-dapest Hotel" was formally "opened" by the IoPPN Sustainability Champions and Denmark Hill Campus Operations teams.

Over the summer, Oliver Austen, Sustainability Champion in the Multi-Disciplinary Labs at Guy's Campus, started a King's Community Garden at Guy's Campus, making use of unused planting beds. The

Community Garden is going to run weekly sessions in 2019-20, inviting students and staff to take a break and volunteer in the garden.

### Challenges and opportunities

The remaining 36% of actions that were not started in 2018-19 will be carried forward and completed alongside the agreed 2019-20 actions. Many incomplete actions were due to budget constraints, as especially large-scale initiatives such as green roofs and walls require significant investment and investigation into building structures. At Strand Campus, many actions centred around the Quad were paused due to the construction works on the ongoing Quad project. At St Thomas' Campus, a plan to redevelop Block 9 and the Prideaux Building has meant that biodiversity improvements are paused and will be included in the project, or implemented after completion if they are small actions such as additional planters.

# Water

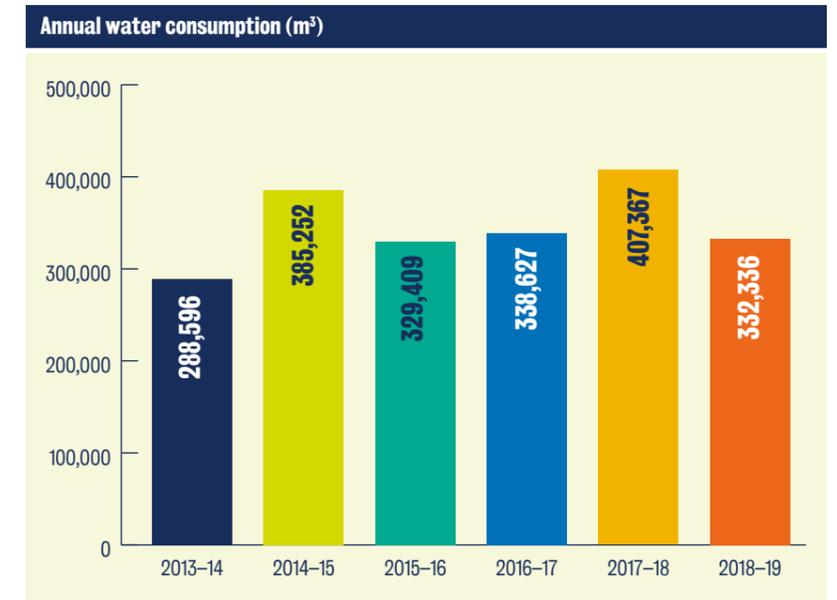


**Target**  
 Reduce consumption of water by 2% each year over the 2013-20 period (m<sup>3</sup> per total staff and student FTE)

● TARGET ACHIEVED

### Policy

In our Environment and Sustainability Policy, we commit to designing, operating and maintaining our facilities to ensure water efficiency across our estate. Water efficiency also forms part of our Sustainability Guidance for Capital Projects, which requires construction and refurbishment projects to reduce water usage by integrating efficient equipment and



fittings, and to consider grey water systems like rainwater collection and water recycling.

### Progress and challenges

While there was a significant reduction of 18% in total water usage in 2018-19 compared to the previous year, we believe that this is due to inaccurate billing in 2017-18, which saw a 20%

increase compared to the year before. We have fitted Automated Meter Reading (AMR) meters in buildings to accurately monitor water consumption, however most water invoices are still based on estimates. In 2019-20 we will continue to work towards more accurately capturing our water usage across campuses by working with our water suppliers to ensure meter readings are recorded on invoices.

Annual water consumption							
	Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Water consumption	m <sup>3</sup>	288,596	385,252	329,409	338,627	407,367	332,336
Student and staff numbers	FTE	28,031	28,888	30,616	32,669	34,521	35,764
Water consumption per FTE	m <sup>3</sup>	10.3	13.3	10.8	10.4	11.8	9.3
Target water consumption per FTE	m <sup>3</sup>	10.3	10.1	9.9	9.7	9.5	9.3
University income	£000	603,668	684,225	738,286	778,150	841,030	902,000
Water consumption per £000 income	m <sup>3</sup>	0.48	0.56	0.45	0.44	0.48	0.37
Space (Net Internal Area, NIA)	m <sup>2</sup>	218,683	236,985	247,440	252,452	250,191	251,154
Water consumption per m <sup>2</sup> NIA	m <sup>3</sup>	1.32	1.63	1.33	1.34	1.63	1.32

## Spotlight on: Residences



### Policy

King's manages four halls of residence. Like our campuses, these fall under our environmental policies, and are included in our Environmental Management System.

In addition to our directly managed residences, King's reserves spaces for King's students with third-party providers and at University of London Intercollegiate Halls. While we do not manage these halls and their environmental performance, we aim to collect and report their carbon emissions in our annual report.

### Progress

Building on last year's recycling improvements at our halls, we launched a new initiative to reduce waste this year. The "Don't Be Trashy" campaign was an innovative engagement campaign run in collaboration with behaviour change charity Hubbub. Its aim was to trial positive and fun 'nudge' techniques to find the best way to help students reduce waste and recycle in halls. Interventions such as the provision of 'zero waste kits', visual reminders and community galleries took place at Stamford Street Apartments, Champion Hill and Great Dover Street Apartments. You can read

more about the campaign in the case study on page 13.

We also ran the NUS Student Switch Off campaign again, with the aim of encouraging students to take small actions to reduce energy consumption and increase recycling. Following the previous year's trial of a new methodology focused on engagement, we continued to measure the involvement of our students in the campaign. 367 students pledged their support for the campaign, which equated to 6% of students in King's Residences. 5 students trained as student ambassadors, and during hall visits by the NUS, 540 students engaged with the campaign.

At the end of the academic year, we ran our successful Re-use campaign again, enabling students to donate any items they did not wish to take with them. Students donated over 3 tonnes of items during their move-out in 2019. This included 1,403 kg of clothes, shoes and bags; 938 kg of duvets, pillows and bed linen; and 476 kg of kitchen equipment. 96% of items

were re-used by charities, 3% were recycled, and 1% went to Energy from Waste.

### Challenges and opportunities

While students did engage in the NUS Student Switch Off campaign, engagement was down from previous years. Therefore, we have decided to replace the Student Switch Off with an innovative King's-run campaign in 2019-20. The Sustainable Living Community (SLC) will engage students in our residences around all areas of sustainability, with a particular focus on the UN SDGs. We will pilot this new project with two communities. One will be a vegan community living at Champion Hill, while the other will be a zero-waste community living at Wolfson House. Students who express interest in joining one of the SLCs will be able to take part in an exclusive event programme throughout the year. In addition, King's Residences will focus on one SDG each month, with events in the residences geared towards activities and challenges around this theme.

Residential carbon emissions in 2018-19		
Emission source	Scope	Emissions (tonnes CO <sub>2</sub> e)
Gas	Scope 1	641
Electricity	Scope 2	1,408
Waste	Scope 3	6
Water supply	Scope 3	36
Wastewater treatment	Scope 3	75
Carbon emissions from Intercollegiate Halls	Scope 3	262*
Carbon emissions from other third-party residences	Scope 3	2,724*
<b>Total emissions (Scope 1 and 2) from directly-managed Residences</b>		<b>2,049</b>
<b>Total emissions (Scope 1, 2 and 3) from all Residences</b>		<b>5,152</b>

\*Data was not received for all residences

Residential and non-residential carbon emissions in 2018-19	
University Scope 1 and 2 carbon emissions (tonnes CO <sub>2</sub> e)	30,882
University Scope 1, 2 and 3 carbon emissions (tonnes CO <sub>2</sub> e)	128,388
Residential emissions % of total (Scope 1 and 2)	7%
Residential emissions % of total (Scope 1, 2 and 3)	4%

## Partnership and community engagement



### Target

**Engage with at least one local community project which promotes and improves the environment**

● TARGET ACHIEVED

**Take an active role in sector sustainability networks such as LUEG, EAUC, GCSO**

● TARGET ACHIEVED

In King's Strategic Vision 2029, we set out our ambition to be "a civic university at the heart of London" while also being "an international community that serves the world". This page highlights some of our initiatives around partnership and community engagement.

### Board Bank

King's students made it clear during the consultation for our Strategic Vision 2029 that they want to do more to serve and sustain our local communities. Local charities and community organisations also told

King's they often struggle to recruit trustees and asked if King's could help. To do this, the London team at King's set up Board Bank.

The Board Bank connects King's staff and students with local charities and organisations that are looking to recruit new trustees. In June and July 2019, King's worked with specialist charity Getting on Board to run a pilot Board Bank for staff members. Over 120 staff signed up for Lunch & Learns, application workshops, training and a Trustee Fair to meet charities with vacancies. We have also pledged to play our part in the Young Trustees Movement. A Board Bank for students will be launched in 2019-20, along with a second staff programme.

### The business of learning

At King's Business School, final-year undergraduates are being paired with small-medium enterprises (SMEs) in Westminster to address live challenges that local entrepreneurs are facing. The King's Business School Consultancy Project has been developed and organised in partnership with Westminster City Council. It delivers mutual benefits by providing local SMEs with valuable support, while giving students an

opportunity to test their skill and knowledge in the world beyond the university. At the start of the inaugural programme in 2018, students were organised into groups and each spent a month working with local enterprises, examining their specific business challenges. Each project culminated in a final presentation to the group's business partner, detailing their analysis and recommendations.

### Sustainability working in partnership

The King's Sustainability team have worked with various networks to improve sustainability at King's and share our experiences with others. This includes sharing information at groups such as the London Universities Environment Group (LUEG) and presenting sustainability initiatives and learnings at the annual conference of the Alliance for Sustainability Leadership in Education (EAUC). The Sustainability team also works with local Business Improvement Districts (BIDs) to promote environmental sustainability. For example, King's hosted a cargo bike expo organised by Team London Bridge in the Science Gallery courtyard, aimed at encouraging local businesses to switch to cargo bike deliveries.



# Key Performance Indicator (KPI) Table

The following key performance indicators have been chosen according to our key impact areas for sustainability. Their structure follows the principles of the International Sustainability Campus Network (ISCN) and Global Universities Leaders Forum (GULF) Charter.

	Priority Topics	Target	Unit	Baseline	Baseline Year	2014–15	2015–16	2016–17	2017–18	2018–19	Target Progress	Key initiatives		
<b>Our buildings and their sustainability impacts</b>														
Resource Use	Electricity from grid	Reduce CO <sub>2</sub> e emissions by 43% by 2020, compared to 2005–06 baseline.	kWh	68,616,841	2005–06	61,021,046	65,519,884	67,528,476	68,511,946	70,806,839	Positive	Energy efficiency projects, including LED lighting replacements		
	Gas excluding CHP input		kWh	59,894,645	2005–06	53,044,335	50,806,725	50,741,375	58,071,119	54,937,305				
	Gas for CHP input		kWh	0	2005–06	1,941,016	5,034,160	6,178,156	2,577,437	2,418,336		Metering issues mean we had to estimate this year's consumption from CHPs.		
	Gas oil		kWh	5,372,558	2005–06	0	297,000	39,612	240,262	120,755		Measurement of oil usage through sensors.		
	Heat		kWh	31,418,485	2005–06	4,753,486	8,011,243	11,253,079	10,790,913	11,054,022				
	Energy (heat and electricity) generated/consumed from onsite CHP		kWh	0	2005–06	1,343,110	3,241,868	3,233,724	1,909,193	1,813,733		Metering issues mean we had to estimate this year's energy generation from CHPs.		
	Energy generated/consumed from onsite photovoltaic		kWh	0	2005–06	6,000	95,753	143,142	123,448	117,276		Metering issues mean we had to estimate this year's electricity generation from solar panels.		
	Vehicle fuel		Litres	Not recorded	2005–06	3,095	8491.703	8,043	9,278	10,743		Vehicles currently being used are leased, and we are working towards replacing them with electric vehicles.		
	Water use		Reduce water use by 2% year on year per FTE.	m <sup>3</sup>	288,596	2013–14	385,252	329,409	338,627	407,367		332,336	Positive	Billing based on consumption resulted in large fluctuations over the last three years.
	Water use per FTE			m <sup>3</sup>	10.3	2013–14	13.3	10.8	10.4	11.8		9.3		
Waste	Total waste	No target defined yet.	Tonnes	3,559	2013–14	1,206	2,864	4,322	3,246	2,932	Positive	Engagement campaigns such as Don't Be Trashy, as well as reduction efforts such as reducing plastic in King's Food.		
	Operational waste		Tonnes	3,559	2013–14	1,174	2,641	2,434	2,398	2,245		Engagement campaigns such as Don't Be Trashy, as well as reduction efforts such as reducing plastic in King's Food.		
	Operational recycling rate		Recycling rate of 65% for 2018–19		46%	2015–16	Not recorded	46%	45%	47%	56%	Positive	Improvements such as the introduction of food waste caddies in office kitchens and cardboard balers on campuses.	
Buildings Design	Sustainable building standards	BREEAM to be carried out on all new buildings and major refurbishments: new buildings to achieve "Excellent", major refurbishments to achieve "Very Good".				Maurice Wohl Clinical Neuroscience Institute assessed as "Excellent" at design stage.	Champion Hill assessed as "Outstanding" for new buildings and "Excellent" for existing building at design stage.	No BREEAM carried out for projects.	No BREEAM carried out for projects.	No BREEAM carried out for projects.	No change	No projects required BREEAM ratings, but SKA assessment is increasingly carried out for refurbishment projects		
<b>Campus-wide long-term planning and target setting</b>														
Carbon	Carbon emissions	Reduce CO <sub>2</sub> e emissions by 43% by 2020, compared to 2005–06 baseline.	Tonnes CO <sub>2</sub> e	52,389	2005–06	39,416	39,013	36,532	32,904	30,882	Positive	Student and staff numbers have grown while emissions have fallen.		
	Carbon emissions per FTE		Tonnes CO <sub>2</sub> e	2.41	2005–06	1.36	1.27	1.12	0.95	0.86				
	Carbon emissions per £ income		Tonnes CO <sub>2</sub> e	0.14	2005–06	0.06	0.05	0.05	0.04	0.03				
Food	Fairtrade Accreditation	Achieve Fairtrade University accreditation.		No	2015–16	No	No	Application submitted	Yes	Yes	Positive	While our previous certification is still valid, we have started work towards the new Fairtrade Universities Award.		
	Sustainable Food Policy	Develop Sustainable Food Policy.		No	2015–16	No	No	Yes	Yes	Yes	Positive	Our Sustainable Food Policy was renewed in June 2018.		
	Sustainable Restaurant Association (SRA) rating	Receive SRA star rating.		n/a	2015–16	n/a	n/a	No	1 Star	2 Stars	Positive	Our score improved from 59% (1 Star) to 68% (2 Stars) from 2018 to 2019.		
Biodiversity	Biodiversity Action Plan	Develop university-wide Biodiversity Action Plan.		No	2015–16	No	No	No	Yes	Yes	Positive	Biodiversity Action Plan has been published, and campus actions have been agreed.		
<b>Integration of research, teaching, facilities and outreach</b>														
Social integration	Sustainability Champions: Winning office teams	Increase sustainability awareness.		14	2014–15	14	13	21	26	41	Positive	More teams, including all residences, signed up with the scheme this year.		
	Sustainability Champions: Winning laboratory teams	Increase sustainability awareness.		10	2014–15	10	15	25	20	25	Positive	The new LEAF programme was piloted in a number of labs this year, rolling out to all labs next year.		
	Sustainability volunteering (hours volunteered by students)	Increase sustainability awareness.		195	2016–17	Not recorded	Not recorded	195	267	696	Positive	More volunteering opportunities, particularly the ESSA Project, were offered to students.		
	Hours of opportunities for students	1,000 hours of opportunities for students		534	2017–18	Not recorded	Not recorded	Not recorded	534	1,055	Positive	Running Welcome Week events has helped us reach more students especially at the start of the year.		
Commitments and resources for campus sustainability	Student Switch Off engagement (students pledged support)	Increase sustainability awareness.		554	2015–16	N/A	554	679	1,292	367	Negative	Despite hall visits, we were unable to train Student Switch Off Ambassadors at the start of the year, which could have resulted in the lower number of students engaged.		
	ISO14001:2015	Achieve ISO14001:2015 certification for Estates & Facilities.		No	2013–14	No	Partial – Strand Campus only	Yes	Yes	Yes	Positive	Audits were carried out by a new provider (NQA) who audited and re-certified us in May 2019.		

## 2019–20 Environmental sustainability targets



### Environmental Management

- Maintain an Environmental Management System (EMS) to the standard of **ISO 14001:2015**
- Achieve a reportable environmental pollution incident rate of **zero**



### Construction and Refurbishment

- BREEAM assessments carried out on all new buildings/major refurbishments as required by planning:
  - New builds to achieve minimum **“Excellent”**
  - Major Refurbishments to achieve **“Very Good”**
- All large-scale fit-out projects to apply King’s Sustainability Guidelines and Checklist, or complete SKA assessment



### Water

- Reduce consumption of water by **2%** each year over the 2013–20 period (cubic metres per total FTE – staff and student)



### Carbon and Energy

- Reduce absolute CO<sub>2</sub>e emissions to achieve a **43%** reduction in scope 1 and 2 carbon footprint from a 2005–06 baseline by 2020
- Achieve **net zero** carbon emissions by 2025



### Partnership and Community Engagement

- Achieve SRA Rating of at least **two stars** for King’s Food
- Engage with at least one **local community project** which promotes and improves the environment



### Clean Air

- Implement at least **two** clean air initiatives recommended by Business Low Emission Neighbourhoods
- At least **75%** of King’s directly controlled fleet to be zero/low emission vehicles (excluding sports ground off-road vehicles)
- Increase number of **bicycle parking** spaces across the estate



### Biodiversity

- Implement at least **60%** of the agreed 2018–20 opportunities identified in the Biodiversity Action Plan



### Training and Awareness

- Minimum **90%** of eligible Estates & Facilities staff to complete Fit for Kings sustainability module within 12 months of induction
- Offer at least **600 hours** of student engagement opportunities
- Minimum of **60** Staff Sustainability Champion teams completing Bronze, Silver or Gold level



### Waste and Resource Use

- Achieve **70%** recycling of total non-hazardous office and residential waste by July 2020
- Reduce total annual **operational waste** produced by the university (excluding construction)

## Stay in touch

We welcome your thoughts on the sustainability agenda at King’s. If you have any comments, or would like to get involved with sustainability at King’s, please get in touch with us: [sustainability@kcl.ac.uk](mailto:sustainability@kcl.ac.uk)



[@KCLSustainable](https://twitter.com/KCLSustainable)
[/kclsustainability](https://www.facebook.com/kclsustainability)
[@kings\\_sustainability](https://www.instagram.com/kings_sustainability)
[blogs.kcl.ac.uk/sustainability](https://blogs.kcl.ac.uk/sustainability)

✉ King’s Sustainability, Directorate of Estates & Facilities, 3rd Floor, 5–11 Lavington Street, SE1 0NZ

➔ For further information on our sustainability initiatives, visit [kcl.ac.uk/sustainability](http://kcl.ac.uk/sustainability)

# It's our deeds that define us



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## Tackling Racism and Race Inequality

### Action required

- For approval
- For discussion
- To note

### Executive summary

This paper outlines our progress and the continued efforts required to tackle race equality and presents compelling evidence around race disparities in our staff and student community.

The progress from 2015 to 2020 is described, and an action plan for short-term, medium-term and long-term change to address race inequalities is set out. These measures were approved and will be adopted by King's Senior Management Team.

Council will want to understand the proposals, understand the direction of travel and consider how they ensure accountability and delivery to institutional transformation, eradicating racism and ensuring sustained change.

We also include:

**Annex 1** - Race, Racism and Race Equality—Corporate Communications Summary

**Annex 2** - Examples of Petitions

# Race Equality at King's

## Context

King's has made significant investment in Equality, Diversity and Inclusion (EDI) – we have a clear strategy: <https://www.kcl.ac.uk/hr/diversity/di-at-kings/edi-strategy-final-1.pdf>

The principles of our EDI strategy are:

- Be intersectional by default
- Attract and retain a workforce that is representative of our student body
- Ensure the breadth of the workforce is productive and feels valued and able to contribute
- Attract and retain a diverse student population
- Enable equally successful outcomes in terms of degree attainment and employability for the breadth of the student body

## Race

Within the EDI strategy we pursue race equality via the Race Equality Chartermark (REC). We are one of 14 institutions in the UK to hold the mark. King's succeeded in getting the REC in 2015 and since 2017 we have taken a concerted and strategic approach. It is against this background that we find ourselves responding to more recent events – the murder of George Floyd and the differential impact of COVID-19 on people of colour.

There are two separate but interconnected elements to the ongoing discussions of race (in)equality: our strategic goals and the need to recognise and react in the moment to current events. Talking about race and racism is difficult and uncomfortable and this is something that our staff and students have particularly identified as an issue at King's.

The President and Principal has already shown decisive and visible leadership in this area holding a leadership Race Equality and Racism Summit on 9 June drawing together the top two tiers of leadership to set the agenda and ensure visibility and commitment to the issue.

The wider public and reputational issues are detailed in **Annex 1**.

## Key Data

Figure 1: Academic recruitment differentials by ethnicity (five-way split) in 2018/19

Recruitment Stage	2018-19						
	Asian	Black	Chinese	Other	Mixed	Not Known/ Info Refused	White
At application	19%	6%	6%	5%	4%	5%	55%
At shortlisting	14%	3%	6%	4%	3%	5%	65%
At offer	11%	3%	4%	4%	3%	4%	70%

Figure 2: Academic staff recruitment by ethnicity and Faculty, 2018/19

	Asian		Black		Chinese		Mixed		Other		Not Known/ Info Refused		White	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Arts and Humanities	6	3%	2	1%	8	4%	9	5%		0%	14	7%	151	79%
Dentistry, Oral and Craniofacial Sciences	31	31%		0%	7	7%	6	6%	5	5%	9	9%	42	42%
ELC														
FNFNMPC	9	16%	5	9%	2	4%		0%	1	2%	1	2%	39	68%
FoLSM	121	19%	26	4%	41	6%	21	3%	32	5%	27	4%	365	58%
IoPPN	70	11%	28	5%	20	3%	34	6%	21	3%	16	3%	425	69%
King's Business School	6	6%	1	1%	12	12%	5	5%	1	1%	5	5%	67	69%
NMS	28	14%	2	1%	25	13%	5	3%	7	4%	12	6%	120	60%
SSPP	15	7%	7	3%	8	4%	8	4%	2	1%	14	6%	166	75%
The Dickson Poon School of Law	13	17%	2	3%	4	5%	4	5%		0%	5	7%	48	63%
<b>Grand Total</b>	<b>299</b>	<b>14%</b>	<b>73</b>	<b>3%</b>	<b>127</b>	<b>6%</b>	<b>92</b>	<b>4%</b>	<b>69</b>	<b>3%</b>	<b>103</b>	<b>5%</b>	<b>1423</b>	<b>65%</b>

Figure 3: Professional Service Staff recruitment differentials by ethnicity in 2018/19

Recruitment Stage	2018-19						
	Asian	Black	Chinese	Other	Mixed	Not Known/Info Refused	White
At application	17%	11%	3%	5%	5%	3%	56%
At shortlisting	14%	10%	2%	5%	5%	1%	63%
At offer	10%	8%	2%	5%	5%	1%	68%

Figure 4: Professional Services staff recruitment by ethnicity and Faculty/Directorate, 2018/19

	Asian		Black		Chinese		Mixed		Other		Not Known/Info Refused		White	
Arts & Humanities	124	14%	87	10%	22	2%	46	5%	84	9%	26	3%	497	56%
Culture	24	10%	9	4%	3	1%	19	8%	32	13%	5	2%	160	63%
Culture & Engagement	12	8%	18	12%	1	1%	15	10%	5	3%	4	3%	100	65%
Dental	38	20%	8	4%	5	3%	9	5%	20	10%	3	2%	110	57%
ELC	74	11%	37	5%	30	4%	43	6%	46	7%	30	4%	413	61%
E&F	161	14%	214	19%	10	1%	62	5%	66	6%	54	5%	572	50%
External Relations	104	13%	62	8%	27	3%	60	8%	61	8%	20	3%	461	58%
Finance/Finance and Planning	15	47%	7	22%	1	3%	1	3%	3	9%	1	3%	4	13%
FNFNM /FNFNMPC	94	17%	70	13%	15	3%	22	4%	42	8%	22	4%	282	52%
FoLSM	520	22%	321	13%	64	3%	117	5%	185	8%	102	4%	1092	45%
Fundraising	66	15%	36	8%	9	2%	36	8%	34	8%	17	4%	240	55%
Health Faculties	39	19%	12	6%	6	3%	19	9%	18	9%	7	3%	109	52%
HR	49	20%	35	14%	7	3%	12	5%	13	5%	9	4%	121	49%
IoPPN	252	17%	147	10%	45	3%	79	5%	119	8%	61	4%	799	53%
IT	80	24%	56	17%	3	1%	4	1%	34	10%	17	5%	133	41%

King's Business School	10	14%	6	8%	1	1%	3	4%	8	11%			44	61%
King's Online	23	11%	11	5%	1	0%	11	5%	20	9%	3	1%	147	68%
Law	77	22%	44	12%	7	2%	16	4%	18	5%	18	5%	176	49%
NMS	62	17%	42	12%	13	4%	18	5%	15	4%	11	3%	199	55%
Chair's Office & College Secretariat			5	13%			3	8%	5	13%			26	67%
Principal's Office	17	12%	10	7%	2	1%	10	7%	10	7%			88	64%
RMID	152	20%	98	13%	24	3%	33	4%	70	9%	30	4%	337	45%
SED	561	17%	328	10%	100	3%	178	6%	186	6%	119	4%	1739	54%
SSPP	173	20%	92	11%	19	2%	43	5%	66	8%	25	3%	429	51%
Strategy, Planning & Analytics	23	21%	9	8%	2	2%	6	5%	9	8%	5	4%	58	52%
Strategy, Planning & Assurance	1	7%	3	20%			1	7%					10	67%
<b>Grand Total</b>	<b>2751</b>	<b>17%</b>	<b>1767</b>	<b>11%</b>	<b>417</b>	<b>3%</b>	<b>866</b>	<b>5%</b>	<b>1169</b>	<b>7%</b>	<b>589</b>	<b>4%</b>	<b>8346</b>	<b>52%</b>

Figure 5: Change in professoriate over time by ethnicity, 2014/15 – 2018/19

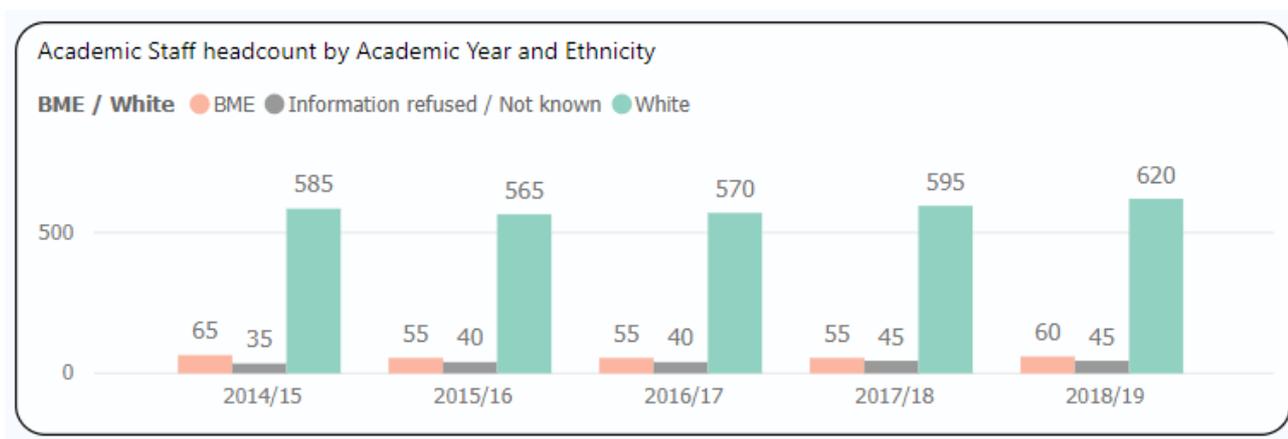


Figure 6: Academic Promotions – Applicants and Successful Applicants by BME and White ethnicity

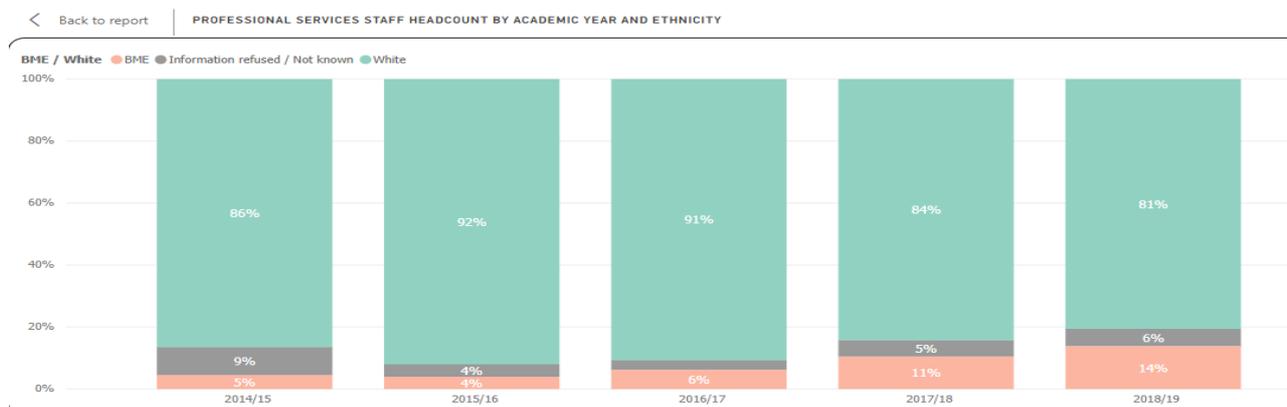
	BME % of total		White % of total		Not Known/Info Refused % of total	
	Applicants	Successful applicants	Applicants	Successful applicants	Applicants	Successful applicants
<b>2018-19</b>	15%	17%	80%	80%	4%	3%
<b>2017-18</b>	15%	15%	81%	80%	5%	5%
<b>2016-17</b>	16%	15%	83%	84%	1%	1%

Figure 7: Academic Promotions – Successful Applicants by ethnicity (five way split)

	Asian			Black			Chinese			Mixed		
	Non UK	UK	% of total	Non UK	UK	% of total	Non UK	UK	% of total	Non UK	UK	% of total
<b>2018-19</b>	3	7	6%	1		1%	4	1	3%	3	1	2%
<b>2017-18</b>	1	5	3%	1		1%	3	2	3%	4	5	5%
<b>2016-17</b>	3	6	6%	1	2	2%	4	1	3%			

	Other			White			Not Known/Info Refused		
	Non UK	UK	% of total	Non UK	UK	% of total	Non UK	UK	% of total
<b>2018-19</b>	3	2	3%	52	80	80%	3	5	5%
<b>2017-18</b>	6	1	4%	79	72	80%	6	3	5%
<b>2016-17</b>	3	1	3%	45	76	84%	1	1	1%

Figure 8: Professional Service Staff Leadership – ALC6 staff by ethnicity 2014/15 – 2018/19



## Qlearsite

The Qlearsite survey we did in 2019 gave us a temperature check that confirms that there are still significant differentials in experience and perception where in general BME staff feel that the organisation is less fair and a place where they are less likely to succeed.

Qlearsite summary extracting answers of those who disagreed with the question. The overall high % of people who prefer not to say – so demonstrates a lack of trust in the organisation or survey.

*Figure 9: “I believe opportunities and recognition are distributed fairly to everyone, no matter who they are”, Disagree responses by ethnicity*

Black	Mixed	Other	Asian	White	Prefer not to say
47.7	37	31	53	37.2	21

- Very high difference between Asian, Black and White and Other staff
- Those who think it is most unfair are Asian followed by Black staff

*Figure 10: “I feel I belong at King’s”, Disagree responses by ethnicity*

Black	Mixed	Other	Asian	White	Prefer not to say
22	18.5	17.2	14.4	14.5	18

- Less stark picture – staff of Black, Mixed and Other ethnicities all feel they belong less than Asian or White staff

*Figure 11: “My opinions are valid in the workplace”, Disagree responses by ethnicity*

Black	Mixed	Other	Asian	White	Prefer not to say
18.4	19.4	14.9	11.1	12.1	28

- Black, Mixed and Other ethnicities all feel less listened to than White or Asian staff

Figure 12: “King’s celebrates and embraces people’s differences”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
17.4	16	13.7	12.2	9	18

- Significant difference in all ethnicities apart from White feeling difference is celebrated

Figure 13: “Events at King’s consider the different needs and requirements of all members of our community”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
16	19	11	16	15	29

- Staff of mixed ethnicities feel their needs are considered least

Figure 14: “I believe that everyone, no matter who they are, can be successful at King’s”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
38	34	26	26	21	38

- Vast difference between staff of Black and mixed ethnicities compared to white
- Other and Asian significantly more belief than Black or Mixed but still not as much as White

Figure 15: “King’s has initiatives that help me feel part of a connected community of colleagues”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
17	20	17	18	15	32

- Colleagues of mixed ethnicities feel more negative and feel initiatives connect to them less
- White feel the most connected

Figure 16: “I trust the senior management at King’s. They are role models who will always stand up for what’s right”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
34	37	28	28	33	44

- Really low confidence in SMT and seeing them as role models
- Mixed, Black and white all low – Other and Asian ethnicities have more trust

Figure 17: “I am confident that if I raised a personal issue or a complaint that King’s would take appropriate and timely action”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
27	28	26	24	23	39

- White members have the most confidence appropriate action will be taken – all other ethnicities less but difference is not vast

Figure 18: “In the last 6 months, I have witnessed or experienced something that I felt was inappropriate”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
22.9	33.6	31	28.9	26.8	34.1

- Interesting variation
- Staff of Mixed ethnicity most likely to have witnessed or experienced and Black staff least likely.

Figure 19: “I have felt unsafe at work”, Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
26	25	24	31	21	22

- Asian and Black staff feel significantly less safe at work
- White staff feel the most safe

Figure 20: "I feel that King's buildings are safe and accessible", Disagree responses by ethnicity

Black	Mixed	Other	Asian	White	Prefer not to say
8	11	9	9	14	18

One of the only areas where Black staff are most positive and White the least.

## Progress 2015-2020

In 2015 we set ourselves several goals including

- Creating a more inclusive culture
- Increase the proportion of BME staff at senior level
- Improve recruitment and selection practice and how it is perceived
- Improve the representation of BME staff within our governance structures
- Challenge inappropriate behaviour, language and banter
- Review relevant policies and procedures
- Address the under-representation of students from particular ethnic groups at certain levels and within certain faculties
- Address the attainment gap and embed inclusivity into curriculum and pedagogy
- Ensure broad ownership and necessary support for relevant aspects of the implementation of the action plan.

Our 2015 Academic staff survey results showed that our institutional culture and the extent to which all staff were treated on merit were areas of concern. BME staff felt the need to act differently at work. Staff commented that at times there was a sense that they did not fully understand the unwritten rules of the system or have the same appreciation of its values and that this impacted on their day-to-day experiences and ability to succeed. There were also concerns about racist banter and a lack of confidence in reporting incidents.

Our self-assessment that we began in 2017 showed that we had made progress – overt racism was not felt to be an issue in the main. We could see some progress against the nine goals.

We have gone a long way to

- creating a more inclusive culture, creating Vision 2029
- introducing our Principles in Action
- establishing a clear performance and appraisal framework
- developing staff networks
- building better partnerships with students
- gradually improving the representation of BME staff within our governance structures
- reviewing our policies and procedures
- putting in place a framework and structures to challenge inappropriate behaviour, language and banter
- seeing significant improvement in the under-representation of students from some ethnic groups at certain levels and within certain faculties and embedded a much broader ownership of EDI.

The 2017 self-assessment augmented by the Qlearsite insight identifies the structural and systemic nature of racism in the UK, Higher Education, globally and as an institution. It identifies the need for us to acknowledge our relationship(s) with race and racism. It shows we need to reinforce our commitment to eradicating all forms of racism from our university so that it is always clear: racism will not be tolerated or accepted – anti-racism is core to our university's mission to make the world a better place.

## Action Planning

King's developed a comprehensive action plan to progress race equality for staff and students. This action plan was developed by the Equality, Diversity and Inclusion Team through extensive engagement with approximately 1,600 staff and students (particularly Black and Ethnic Minority communities). This plan was endorsed by the Race Equality Leadership and Action Team, Senior Management Team and our Race Equality Staff Network. The feedback we got from the REC panel in relation to the action plan was positive. We continue to work in partnership with KCLSU to achieve our mutual aims and goals.

The action plan is divided into six sections which seek to strengthen and develop King's governance and capability around race equality and tackle four 'Stubborn Issues' over four years.

The successful delivery of King's Race Equality Action Plan is underpinned by three key tenets aligned with the overall EDI strategy:

1. Governance
2. Accountability
3. Community voice

Together, these tenets provide and maintain the momentum King's needs to deliver this plan and address racial inequity building on previous iterations (2015 and 2017).

## Four Stubborn Issues for Race Equality at King's

Our Four Stubborn Issues have been identified by King's cross-university Race Equality Leadership and Action Team as the result of research and engagement with over 1,600 staff and students. They provide key priorities for transforming staff and student experiences and addressing issues of race equality for our university.

They are:

- Increasing the ethnic diversity of our senior leaders
- Supporting staff and students to sensitively discuss race and racism
- Support for staff and students to identify and report racial microaggressions, and for King's to act appropriately
- Continuing to close King's BME Attainment Gaps and to develop inclusive curricula

Given the nature of race inequality, this action plan is large and comprehensive. Key commitments have been summarised below.

Flagship action plan commitments delivered since February 2019:

Action	Progress
Establishment of King's first Race Equality Board to govern our progress towards race equity, including lay membership.	Achieved
Implementation of a new Equality, Diversity and Inclusion operating model, embedding a practitioner in each academic faculty.	Achieved but at risk
Creation of a post-doctoral research fellowship to explore King's historic links to the trans-Atlantic slave trade.	Post agreed but not filled
Commission of research to uncover the hidden and erased contributions of BME people to our university, and academic disciplines.	Had been planned for spring 2020 – delayed due to COVID
<p>Reviewing our existing policy/guidance/systems to better identify, track, and respond to microaggressions at King's.</p> <p>Engagement with King's 100 to understand student perspectives of micro-aggressive behaviours and co-create bespoke solutions for our university and context.</p>	King's 100 achieved – outputs delayed by COVID
Further development of Dignity at King's, our programme of work to tackle bullying, harassment, sexual misconduct, discrimination and hate crime at King's.	Ongoing
Recruitment of Inclusive Education Partners (staff and students) to support faculties in closing their attainment gaps.	Achieved
Delivery of a programme of community-led Conversations About Race, bringing together approximately 180 staff and students.	Achieved
Conducting a comprehensive review of King's staff recruitment and selection processes.	Partial

These issues are complex, multifactorial and interconnected. We need to recognise that progress is unlikely to be linear. For some of these we have put in place the foundations to better understand the causes and make the structural changes.

We have made significant investments in HR and we are now able to get high quality data. However, further steps are needed. We need to look at our recruitment philosophy and processes end to end. We need to recognise and address that systemic processes both drive and underpin our culture. As a member of our Race Equality Board, Jacqui Dyer MBE said – we need to:

*‘actively do it not just describe what it is’.*

An important question we need to ask ourselves is *what is the biggest issue we need to address in order to realise structural change?* Our data shows there is bias in the system in a variety of ways and so racial bias shows up in several areas. However, the most significant is clearly representation and exclusion of Black ethnicities, which is specifically those of African and Caribbean descent. That is evident in our data and it is the strong feedback we have recently received from staff and students. To be successful and credible we must identify this as an issue, create focus on it and determine to address it.

The attainment gap – one of the four stubborn issues identified above – provides perhaps the most difficult structural barrier to equality for Black ethnicities. Addressing this challenge offers a possibility to realise and sustain progress towards equality across the board. The differential attainments between White and Black/Minority Ethnic students is evident across HE institutions in the UK and King’s is no exception. This reinforces the claims of inequality in education which has a knock-on effect in other areas.

Failure to address attainment gaps successfully means that the university remains a contributor to the cycle of inequality experienced by BME students many of whom had a fighting chance at best to enter university in the first instance. Differential attainment in higher education has societal consequences reinforcing inequality and injustice. Black graduates are less likely to benefit from graduate jobs and post-graduate courses and related bursaries – with requirements of a high 2:1 at a minimum. In higher education institutions Black/BME staff are less likely to be promoted to higher positions. Other social and identity factors tend to worsen all of this - e.g. poverty, gender, disability and LGBTQI identity.

Yet we know too little about the causes of these differential achievements and why they persist. Beyond quantitative data that shows percentages of gaps for different groups of BME students, there is limited understanding about what qualitatively shifts and sustains the course of progress for BME students. But we know that attainment gap goes up and down and rarely remains on a stable downward trend over time without addressing institutional barriers to inequality. King’s Together funded research by Shuangyu Li and Heidi Lempp examining BME attainment gap across the Health Schools is exemplary and should be replicated in Arts and Sciences.

## Looking forward

### Broader race equality success – Vision for the future

We see the Chartermark submission as an opportunity to commit ourselves to a roadmap for the racism-free future that we desire at King’s, to fully own that commitment and to track our progress in this regard.

Going forward, we should collectively design a future that is consistent with the vision of a better world articulated in Vision 2029. Tackling institutional racism alongside other forms of inequality is essential to the realisation of that future.

By 2029, we envision King’s as a place where structural transformation will have occurred and remain in the consciousness of its leaders. The following are ten ways in which King’s will have changed by 2029:

1. The outlook of our campuses – spaces, programmes and worldview – will reflect the diversity of its people – students and staff
2. Historical and recent injustices will have been confronted and the contributions of King’s people of all races are recognized as a matter of practice
3. Staff – academic and professional services – will reflect the diversity of King’s students
4. King’s Curriculum will embed cultural competency into the learning experience of all new students and the induction of all new King’s staff will include cultural competency
5. Senior leadership will reflect the diversity of the students and staff
6. Differential achievements for Black and Minority students and staff will be negligible
7. King’s will have a robust framework for assessing our simultaneous commitment to removing racism and all other inequalities from the structures of the institution
8. King’s will have an independent office for holding the institution to account on its commitment to intersectional tackling of all inequalities
9. King’s will be a positive influence and champion for equality in our neighbouring communities
10. King’s will be a leading voice for equality and diversity among universities

We need to make progress continuously and this will take a variety of elements the core of which is an acceptance of the day to day work that is needed to ensure our staff and students have an inclusive outlook and world view.

## Deliverables and actions

Recent events and the response of our staff and student community show whilst we need to continue to deliver the overall Race Equality plan, its impact will only be felt in the medium to long term; we need activity that will create more short term impacts.

## Short term Deliverables – the next six months

Visible engagement - engage in conversation and action to reduce racial inequality in our communities. Over the next six months, Senior Leadership Teams will commit to:

### Personal Engagement

- Instigating conversations to show follow up and impact of the race summit
- Utilising an EDI anti-racism toolkit.
- Written and video reflections

### Personal Education:

- Emotional Intelligence development
- Hosting anti-racism book groups
- Engaging with and hosting further anti-racism events and conversations, such as Black History Month

#### College Committees:

- Embed outcomes of initial work on cultural competency and decolonising the curriculum in CEC – to set oversight arrangements
- College Education Committee and the College Research Committee to provide oversight on implementation of REC commitments relating to education and research
- CIC to share King's experience and discuss international best practice across partner institutions and university networks
- College Research Committee to consider the possibility of a College-wide call for further research on inclusive education and reduction of BME attainment at King's

#### Faculties:

- Conclude convenings on decolonising the curriculum – what it means in the context of King's and concrete ways to apply key principles in planning of programme content and pedagogy - a framework for understanding decolonising the curriculum from a King's perspective is being developed in SSPP.
- Updates on ongoing course development by Cultural Competency Working Group. This College-wide Working Group is leading the development of a King's-wide course on Cultural Competency, facilitated by Faculty of Arts and Humanities

#### KCLSU:

- Conclude discussions with KCLSU on decolonising the curriculum with KPIs embedded in the work of the Cultural Competency Working Group (KCLSU participates in this Working Group)

#### Action

- Reviewing the diversity of committees, action groups, and events, including the COVID-19 response committee
- Regular scrutiny of data by SMT and Academic Board
- When presenting demographic analysis as well as BME we use the five-way split – Black- Chinese, Asian, Other and White as much as possible
- College Education Committee and College Research Committee discussion and ownership of key areas of engagement
- A Professional Services Race Equality roundtable
- Planning the diversification of library materials
- Reviewing and revising campus location names and visual feel
- Launching a Mutual Mentoring scheme
- Demonstrating how EDI will be integrated into the business planning process and how budget allocation will be impacted to reduce racism
- VPs to embed V2029 work into thematic strategies

#### This will be supported by the EDI Team:

- Delivering the EDI strategy in partnership across King's
- Working with Senior Leadership to realise their commitments to ensure that racism stays at the forefront of King's priorities
- Working with People Partners and Organisational Development to disseminate resources on developing Emotional Intelligence
- Sharing resources relating to Black Lives Matter and anti-racism, including reading lists, testimonies, and campaigns

- Continuing to work with our staff networks, including the Race Equality Network
- Releasing our Hate Crime awareness campaign video
- Planning and hosting Black History Month activities
- Instigate conversation with the community (Lambeth, Southward, Westminster) as part of our London Strategy (Professor 'Funmi Olonisakin, Vice President and Vice Principal International as co-sponsor)

## Medium and longer-term deliverables – as per REC plan

- Development of an overall staff and student cultural competency programme
- Develop an equivalent of the Global Institute for Women's Leadership for Race Equality
- Recruiting post-doctoral research fellowship to explore King's historic links to the trans-Atlantic slave trade
- Research to uncover the hidden and erased contributions of BME people to our university, and academic disciplines
- Reviewing our existing policy/guidance/systems to better identify, track, and respond to microaggressions at King's
- Further development of Dignity at King's, programme of work to tackle bullying, harassment, sexual misconduct, discrimination and hate crime at King's
- Maintenance of Inclusive Education Partners (staff and students) to support faculties in closing their attainment gaps
- Maintenance and development of programme of community-led Conversations About Race
- Conducting a comprehensive review of King's staff recruitment and selection processes including consideration of positive action akin to the 'Rooney Rule'
- Maintenance and elevation of Equality, Diversity and Inclusion expertise including embedding a practitioner in each academic faculty
- Integration of EDI goals into thematic strategies

## Conclusion

Significant progress has been made, however the scale of the global problem and the views of our community demonstrate the need for ongoing scrutiny and action and the need for accelerated action in some areas. Continuing to build a collective vision for a racism-free university will help us sustain the changes that we make.

Reinforcing our commitment to institutional transformation is key to realising and sustaining change. This renewed commitment must be sufficiently tangible to persuade the King's community that it is real. Committing to the vision and actions outlined in the REC submission and action plan described above are important starting points.

## Race Equality Chartermark Success

We have undertaken a thorough self-assessment, dealt with the technical errors that caused our previous failure and overall strengthened our application. Our estimation is that we are likely to be successful. We have an external review taking place and will be in a better position to judge at that point. Failure to submit or to gain the charter mark will exacerbate the issues we face in terms of credibility.

**Decision: SMT endorsed submission and action plan and delegated to Principal and VP International (who chairs the Race Equality Leadership Action Group) to complete and submit.**

Sarah Guerra and Professor 'Funmi Olonisakin

June 2020

## Race, Racism and Race Equality – Corporate Communications Summary

Following recent world events and the Leadership Race, Racism and Race Equality summit on 11 June, we have both received and sent out numerous communications. An overview is provided below, together with some initial planned next steps.

### Key Messages

- Racism and racial discrimination have no place at King's.
- King's has a clear commitment and set of actions but also recognises that there is more to do to ensure our behaviours, structures and processes consistently meet the expectations and values we have set for ourselves as a community.
- We are proud that we are a university committed to promoting a tolerant, diverse and inclusive environment and we stand in support of all our black, Asian and minority ethnic students and staff across the globe and fully accept that we must demonstrate this fully and consistently in our ways of working.
- Conversations about race and racial discrimination are uncomfortable, but that does not mean we should ignore or shy away from them.
- We recognise that we cannot improve if we do not listen to and learn from those in our community.
- We are working with colleagues in the Race Equality Network to consider, reflect and take action.
- As outlined in our Race Equality Action Plan we have identified four stubborn issues which underpin our ongoing work to combat racism, discrimination and inequality. We continue to work on a number of initiatives to overcome these issues including the creation of a ring-fenced fund to support the development and progression of BME talent, this includes a postdoctoral research fellowship, to research King's historical links to the trans-Atlantic slave trade and commissioning research King's history with race and racism – uncovering hidden and erased contributions of Black, Asian and Minority Ethnic people to our institution and disciplines

Specifically in relation to the Thomas Guy statue at Guy's Campus:

- Like many organisations in Britain, we know that we have a duty to address the legacy of colonialism, racism and slavery in our work.
- We recognise the public hurt and anger that is generated by the symbolism of public statues of historical figures associated with the slave trade in some way.
- Together with our colleagues at GSTT and GSTC we have decided to remove statues of Robert Clayton and Thomas Guy from public view.
- We will properly consider the statues' future, including how we acknowledge the historical context for Thomas Guy and his legacy which led to the creation of Guy's Hospital.
- We look forward to engaging with and receiving guidance from the Mayor of London's Commission on each statue.
- We are all committed to taking the opportunity to reflect how best to do this in ways that recognise the diversity of our modern organisations and the clinical excellence, education and research for which our institutions are known globally.
- We are all committed to fighting ignorance and intolerance and tackling any racism or discriminatory behaviour within our communities, to strengthening our approach to equality and thereby embracing the true power that diversity represents.
- We see the pervasive and harmful effects of structural racism every day through our work. Black people have worse health outcomes, and this inequality is one of many ways racism permeates our society.
- We are fully committed to tackling racism, discrimination and inequality, and we stand in solidarity with our patients, students, colleagues and communities.

## Overview of activity to date

- On 2 June, a [joint message](#) from the Principal of King’s and KCLSU was published following the killing of George Floyd with an accompanying [post](#) on Twitter as part of the #blackouttuesday campaign.
- A significant amount of negative conversation was generated on Twitter, criticising King’s previous history, including references to links to slavery, the Bush House Review, management of student protests, and students posting testimonies of racist treatment at the university.
- On 3 June King’s [posted and pinned a response](#) on Twitter.
- On 10 June a [joint statement](#) between King’s, GSTT and GSTC was published regarding the removal from public view of the Thomas Guy statue. The statement also references the statue of Robert Clayton, St Thomas’ Hospital.
- Members of the corporate communications team continued to monitor and manage the conversation on social media.
- On 12 June a [note](#) from the Principal, SVPs and VPs was published, following the leadership summit on 11 June, additional petitions (see Appendix 1) and open letters were created, specifically in reference to the naming of Guy’s campus, the Thomas Guy statue, and some aspects of teaching.
- VP International ‘Funmi Olonisakin published an [op-ed in THE](#) stating that universities can and should do more to address systemic racism. ‘Funmi is also participating in an [EDI event](#) discussing justice, value and identity with Patrick Vernon OBE, a Social Commentator, campaigner and cultural historian in the week that marks the anniversary of the Windrush Day.
- A joint letter from King’s, GSTT, GSTC to the Mayor’s Commission for Diversity in the public Realm is due to be sent this week regarding future working with the Commission – see Appendix 2.
- Related media coverage appeared in [The Sun](#), [Evening Standard](#), [Daily Mirror](#), [Daily Star](#), [The National \(United Arab Emirates\)](#), [Daily Express](#) (including print), [The Tab](#), [ROAR News](#), Home, The Times (print) and [Metro](#). The petition to rename Guy’s campus at King’s was also mentioned by the [Evening Standard](#), [The Tab](#) and ROAR News (1) (2).
- The most significant petition was one that related to the naming of Guy’s campus which has received over 14,000 signatures. In addition further correspondence was received by the Principal’s office and Chairman in light of the ongoing petitions.
  - Provost for Arts and Sciences, Professor Evelyn Welch has contacted the students who set up this petition and offered an invitation to meet with herself and Baroness Deborah Bull. The meeting was engaging and the students will now work with Baroness Bull on community and local engagement around current issues to do with racial inequalities, particularly Health inequalities.
  - A letter was drafted for the Principal and Chairman to respond to the related correspondence – see Appendix 3.
- To date the university has received one FoI request regarding the correspondence between the university, GSTT and GSTC about the removal of the Thomas Guy statue. Corporate communications will support the Information Compliance team as appropriate.
- Work has been ongoing between Corporate Communications and other parts of the university to ensure consistent messaging and approach e.g. the team have assisted with the creation of [content](#) for SED to share with students and also liaised and supported communication leads across the faculties and directorates.

## Petitions – as of 19 June 2020

Petition	Overview	Response/Action taken
<a href="#">Change the name of Guy’s Campus</a>	<p>Calls to change the name of Guy’s campus and changes to references to Thomas Guy on the website.</p> <p>Received over 15,000 signatures.</p>	<p>Web copy has been amended. Provost AandS contacted petitioner and met with them along with VP London on 19 June.</p> <p>Joint statement released by GSTT, GSTC and King’s states statue will be removed</p>

		from public view and that no plans are in place for a name change to the hospital.  Petitioner posted an update thanking signatories for support and providing an <a href="#">update</a> , also past or present students who have any thoughts/feelings/ideas regarding this to share their ideas.
<a href="#">Save Thomas Guy's statue!</a>	Defensive of Thomas Guy's history and calls for the statue to remain in situ. Received over 2000 signatures	The joint statement released by King's, GSTT, GSTC states that the statue has been removed from public view, and discussions will continue regarding its future.
<a href="#">Guy's hospital statue of Thomas Guy</a>	Calls on the hospital and Mayor of London to keep in place statue in Guy's hospital. Received 370 signatures	We are keeping a watching brief on this, as it is a petition to the Mayor and also relates to a statue the management of which we do not have responsibility.
<a href="#">Removal of the statue of slave trader Thomas Guy on Guy's campus at King's College London</a>	Calls on King's to remove the statue of Thomas Guy from the campus. Received 590 signatures.	Joint statement released by GSTT, GSTC and King's states statue will be removed from public view. Follow up letter shared with Principal's and Chairman's office.  <b>Recommendation:</b> This has been created by a current King's student who states they are 'Black African'. Recommend that we use the same mechanism to contact student to invite for a meeting to listen to views to influence future policy/process.
<a href="#">It's been reported the statue of Thomas Guy is to be removed. Founder of the hospital</a>	Calls for the statue to remain in place. Received 160 signatures	The joint statement released by King's, GSTT, GSTC states that the statue has been removed from public view, and discussions will continue regarding its future.
<a href="https://www.change.org/p/guy-s-and-st-thomas-foundation-trust-please-do-not-remove-the-statue-of-thomas-guy-from-guy-s-hospital">https://www.change.org/p/guy-s-and-st-thomas-foundation-trust-please-do-not-remove-the-statue-of-thomas-guy-from-guy-s-hospital</a>	Calls on the statue to remain in place. Received 102 signatures	The joint statement released by King's, GSTT, GSTC states that the statue has been removed from public view, and discussions will continue regarding its future.
<a href="#">Do not remove Thomas Guy's statues from Guy's campus</a>	Calls on the statue to remain in place. Received 105 signatures	The joint statement released by King's, GSTT, GSTC states that the statue has been removed from public view, and discussions will continue regarding its future.
<a href="#">Commission a statue of Dr Harold Moody for the King's College campus at Guy's Hospital</a>	Calls on Chris Mottershead and Johnson Situ (Cabinet Member for Growth, Development and Planning, Southwark Council) to commission a statue of Harold Moody in Guy's Hospital. Received 170 signatures	Keeping a watching brief. Plans are in train to hold a Harold Moody lecture during Black History Month in October.  <b>Recommendation:</b> Consideration is given to the proposal of placing a statue or other commemorative item to unveil during Black History Month.
<a href="#">KCL Alumni call for the removal of the statue of Thomas Guy and renaming of Guy's campus.</a>	Calls on the university to remove the Thomas Guy Statue and change the name of campus to 'Tutus Campus'. Received 74 signatures	Joint statement released by GSTT, GSTC and King's states statue will be removed from public view and that no plans are in place for a name change to the hospital.

Open letters

Letter	Overview	Response/Action taken
<a href="#">Call for KCL to act to address institutional racism</a>	<p>King's Intersectional Feminist Society established this petition/open letter with a number of demands -</p> <ol style="list-style-type: none"> <li>1. Launch an investigation into how the college benefited from the slave trade</li> <li>2. Recognise this history of racism in two ways: the payment of reparations to black movements and non-profits, and the introduction of better provisions for black students, including extensive bursaries and scholarships</li> <li>3. Continue with the independent investigation into the incident that happened in March 2019 and be transparent in this, making all of the investigation's findings accessible to the general public</li> <li>4. Sever all official and unofficial links between the university and the police force, commit to never calling the police on peaceful student protests, greatly reduce security presence and reform the in-house security</li> </ol>	<p>An amended follow up petition and letter has been sent to members of SMT with further demands.</p> <p><b>Recommendation:</b> Provost (Arts and Sciences) and The Dean (Tim Ditchfield) who are already in conversations with the society, open further dialogue with the society</p>
<a href="#">KCL ACMS</a>	<p>Extensive letter covering different aspects of racism within King's medical school.</p>	<p>FoLSM student experience manager working closely with GKT Dean of Medical Education and FoLSM DDI academic and PS leads.</p> <p>Key actions include:</p> <ul style="list-style-type: none"> <li>• Invitation to society to join next DDI Committee meeting</li> <li>• MSA met with society</li> <li>• GKT Dean of Medical Education and FoLSM FOO met with society, as well as MSA</li> <li>• Open student meetings are being arranged</li> <li>• Message sent to all MBBS students</li> </ul>
<p>Richard Spicer</p>	<p>Contacted the Chairman regarding the removal of the Thomas Guy statue, referencing the need to carry out the right research before taking any action.</p>	<p>Draft text for a response has been shared with the Chairman's office.</p>

Richard Drayton, Rhodes Professor of Imperial History, King's	Contacted the Principal on 21 June 2020 regarding King's and Reparations for Slavery and the Renaming of the Rhodes Professorship of Imperial History	Provost (Arts and Sciences) is responding to Professor Drayton and also exploring the legal possibilities of changing the name of the Chair, founded by the Rhodes Trust between 1920 and 1933 which may need Charity Commission input and permission.
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Next Steps

- Creation of an online hub of resources, together with an all staff message to launch it, this will include a recording of the summit and an associated QandA to answer the questions raised during the session. This will be led by EDI with support from Corporate Communications.
- London team will lead community conversations with local partners and Corporate Communications will support with relevant and appropriate communications.
- Corporate communications will continue to support EDI and other parts of the university with messaging and appropriate communications.

## Examples of Petitions

### a. [Call for KCL to act to address institutional racism](#)

#### Intersectional Feminist Society Petition

KCL Intersectional Feminist Society, with the support of Decolonise KCL, Working Class KCL and KCL Action Palestine, demands that KCL acknowledge, apologise, and pay reparations as a practitioner of institutional racism. The university has been embedded in and benefited from racism since its inception, and as such, should recognize and take action to support the Black Lives Matter movement, both in the UK and overseas.

As a university with a long history, we firstly demand that KCL, following in the footsteps of the University of Cambridge and University of Glasgow, launch an investigation into how it has benefitted from the slave trade. This past should then be recognised through reparations - by donating to black NGOs and non-profits and introducing better inclusivity policies, bursaries and scholarships to black students. We believe that this is crucial as it must be remembered that the attainment gap between black and white students in Higher Education in the UK is 23.4% (HESA student record, 2017-2018). This number is still far too large and as a university that strives to reduce this gap, we believe there will be no contest to financially support this demographic of students who need it most.

Moreover, following the statements made by former KCL students, in particular Travis Alabanza, it has come to our attention how KCL has consistently failed in not only preventing racism but also providing safe spaces for its students. KCL has also played a part in silencing the voices of black people against institutional racism within the university, which echoes much differently to the words released by the university just a few days ago. In their Metro article, Travis details the trauma they experienced as a result of the policing of peaceful protests for the better treatment of black students in 2016. This consequently led to them dropping out of university. The unnecessary use of policing and security by the university for peaceful protests is not isolated to that particular incident, but also includes the barring of several students' IDs at the Bush House opening in March 2019. The students involved were black and people of colour, and the incident resulted in them not being able to enter university buildings for the day. Furthermore, whilst the university did launch an independent investigation into this incident, the report was not completed in its entirety and thus, we are yet to see any update that includes active changes that do not involve just ticking boxes. As such, we strongly push for the next steps of the investigation to be updated and that the completed report be made accessible to the general public.

The heavy presence of security is highly traumatising for groups at risk of profiling and police brutality. Protesting at Kings has now become near impossible due to the heavy security presence and police links. Considering both the global Black Lives Matter movement and Kings' own policy against any discrimination based one's race and/or ethnicity, we finally demand that the university suspend any involvement and links with police, that they commit to never calling the police on student protests, and that they greatly reduce security presence and launch a serious review in what needs to change internally to prevent reoccurrences of these incidents at all peaceful protests on campus.

In summary, our demands on King's College London are as follows:

1. Launch an investigation into how the college benefited from the slave trade
2. Recognise this history of racism in two ways: the payment of reparations to black movements and non-profits, and the introduction of better provisions for black students, including extensive bursaries and scholarships
3. Continue with the independent investigation into the incident that happened in March 2019 and be transparent in this, making all of the investigation's findings accessible to the general public
4. Sever all official and unofficial links between the university and the police force, commit to never calling the police on peaceful student protests, greatly reduce security presence and reform the in-house security

If you would like to join us in calling on the university to fulfil these demands, please add your name below.

b. [Change the name of KCL's Guy's Campus](#)

Change.org petition to change the name of Guy's Campus  
change.org

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## Change the name of KCL's Guy's Campus



 [@yvesha\\_khan](#) started this petition to Ed Byrne, Lord Geidt (King's College London)

Change the name of King's College London's campus site named 'Guy's Campus' situated in London Bridge because of how it is named after Thomas Guy, a man who made his fortune (£42,000 in 1720, roughly a massive £400 million today) through his large shares in the South Sea Company. This was a company which would barter slaves to the Spanish colonies in harrowing conditions. Yet he is hailed by history as a philanthropist with one of the most prestigious institutions in the world naming a site after him, disregarding his dark involvement with the systemic dehumanisation of black people.

King's College London on their website itself **do not acknowledge this at all**. On their website here: <https://www.kcl.ac.uk/aboutkings/principal/dean/chaplaincy/prayeratkings/guys/chapelofthomasguy> under the section 'Who was Thomas Guy?', he is described as a **man of 'extraordinary generosity' - with his prominence in the South Sea Company completely omitted**. This portrays a **totally false narrative** by hailing an 'eccentric...philanthropist' as a worthy figure to admire. Additionally, there is a statue of Thomas Guy in the campus and

14,796 have signed. Let's get to 15,000!

-  Jamie Geyys signed 48 minutes ago
-  Marc Spelmann signed 3 hours ago

First name

Last name

Email

Lowestoft, NR33  
United Kingdom

- Yes! Tell me if this petition wins, and how I can help other relevant petitions
- No, I do not want to hear about this petition's progress or other relevant petitions.



- Do not display my name and comment on this petition

We process your information in accordance with our [Privacy Policy](#) and [Terms of Service](#).

### Petition in full:

Change the name of King's College London's campus site named 'Guy's Campus' situated in London Bridge because of how it is named after Thomas Guy, a man who made his fortune (£42,000 in 1720, roughly a massive £400 million today) through his large shares in the South Sea Company. This was a company which would barter slaves to the Spanish colonies in harrowing conditions. Yet he is hailed by history as a philanthropist with one of the most prestigious institutions in the world naming a site after him, disregarding his dark involvement with the systemic dehumanisation of black people.

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We are a couple of first-year undergraduates at King's studying on Guy's Campus. We've loved spending our first year not only surrounded by international academic excellence, but also making friends on campus with people from all different nationalities, ethnicities, backgrounds and identities. Thus, this is what inspired our petition.

The Black Lives Matter movement has meant a huge amount to all of us. We've seen protests across the country demanding for justice with crowds in their thousands. There is such pain and injustice behind the horrific crimes committed against Black people, and one of the focal points of this is the disgusting manner in which they were enslaved for centuries. On Sunday 7th June 2020, a statue of Edward Colston was torn down in Bristol because of his influence in transporting 80,000 Africans to the Americas for the purpose of enslavement by anti-racism protesters. In response to this, Sadiq Khan has set up a commission to reassess all of London's landmarks to ensure they reflect cultural diversity. Despite London being one of the most multi-cultural cities in the world, unfortunately many plaques, street names and indeed institution names glorify and remember historical figures who perpetuated the slave trade. We want this to be changed.

We would urge the council of KCL to reassess the name of this site in order to reflect their commitment to creating an 'inclusive environment that promotes equality' as stated in their Equality and Diversity policy, as we strongly feel the naming of this site runs incredibly counter to the said commitment.

c. [Save Thomas Guy's Statue !](#)

Change.org petition to keep the statue in situ

[change.org](#) Start a petition My petitions Browse Subscription

Log in

## Save Thomas Guy's Statue !



Oliver Duke started this petition to Professor Edward Byrne and 3 others

The Guy's and St.Thomas' NHS Foundation Trust, Guy's and St.Thomas' Charity, and King's College London issued a statement on Thursday 11th June stating their intention to remove statues of Thomas Guy from public view.

A petition has also recently been started by 2 current King's College medical students calling on King's College to rename the Guy's Campus. They have suggested it be named after Archbishop Desmond Tutu- a suitable role model.

These matters have been brought to the fore as a result of the Black Lives Matter demonstrations and the belief that Thomas Guy was involved in the slave trade and made his fortune from this. I am a consultant physician living and working in South London who trained as both a medical student and junior doctor at Thomas Guy's Hospital and hold this belief to be untrue.

Thomas Guy was a devout Christian, bookseller, astute investor and MP for Tamworth. During his life he acquired a large number of shares in The South Sea Company ( SCC ) in exchange for

2,838 have signed. Let's get to 5,000!



- Martin Browning signed 4 days ago
- mervyn barter signed 4 days ago

First name

Last name

Email

Lowestoft, NR33  
United Kingdom

- Yes! Tell me if this petition wins, and how I can help other relevant petitions
- No. I do not want to hear about this petition's progress or other relevant petitions.

[Sign this petition](#)

- Do not display my name and comment on this petition

We process your information in accordance with our [Privacy Policy](#) and [Terms of Service](#).

### Petition in full:

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These matters have been brought to the fore as a result of the Black Lives Matter demonstrations and the belief that Thomas Guy was involved in the slave trade and made his fortune from this. I am a consultant physician living and working in South London who trained as both a medical student and junior doctor at Thomas Guy's Hospital and hold this belief to be untrue.

Thomas Guy was a devout Christian, bookseller, astute investor and MP for Tamworth. During his life he acquired a large number of shares in The South Sea Company ( SCC ) in exchange for government debt that he held, which he was required to do. The government paid SCC shareholders a dividend and the

company was granted the right by Queen Anne to supply the Spanish colonies with slaves a right that Britain acquired under The Treaty of Utrecht (1713). He sold his shares in 1720 just before the share price collapsed in a stock market bubble thereby making a fortune which he largely reinvested in Government bonds. As these events show he was an investor at a time 300 years ago when ethical investing was a pipe dream. He did not own slaves, nor was he a slave trader, nor did he reinvest in the SCC which continued its activities for many years after.

Subsequently, he used his fortune to build and endow Guy's Hospital for the relief of the poor and suffering of Southwark. As a consequence of his philanthropy a world famous Hospital was created which over 300 years has provided healthcare to South East London and has trained tens of thousands of doctors, nurses and other healthcare workers who have taken their skills and knowledge to care for the sick and needy all over the world irrespective of creed or colour. Such singular achievement should be recognised.

We ask that the absurd and shameful decision to remove his statue from public view be reversed and that any plans to rename the Guy's campus be abandoned.

## Appendix 1: Joint letter from King's, GSTT, GSTC to the Mayor's Commission for Diversity in the Public Realm

As representatives from Guy's and St Thomas' NHS Foundation Trust, Guy's and St Thomas' Charity and King's College London we are writing to welcome and offer our support for the new Commission for Diversity in the Public Realm. We are all committed to fighting ignorance and intolerance and tackling any racism or discriminatory behaviour within our communities, to strengthening our approach to equality and thereby embracing the true power that diversity represents.

As three organisations with long histories, we know that we have a duty to address any legacy of colonialism, racism and slavery. Recent attention has been focused on two statues, of Robert Clayton at St Thomas' Hospital and of Thomas Guy, located adjacent to the Science Gallery on the Guy's Campus of King's College London. Both statues have been removed from public view while we properly consider their future, including how we acknowledge the historical context for Thomas Guy and his legacy which led to the creation of Guy's Hospital. We are all committed to taking the opportunity to reflect how best to do this in ways that recognise the diversity of our modern organisations and the clinical excellence, education and research for which our institutions are known globally.

As organisations based in South London, we see the pervasive and harmful effects of structural racism every day through our work. Black people have worse health outcomes, and this inequality is one of many ways racism permeates our society. We stand in solidarity with our patients, students, colleagues and communities and would welcome an early conversation with you to discuss the Commission's work.

Appendix 2: Response letter drafted to respond to correspondence sent to Principal and Chairman in relation to the Petition regarding the Guy's Campus/Thomas Guy Statue

Dear

Many thanks for your email and raising your concerns with me.

The past few weeks have been challenging for anyone who cares about equality and justice. At King's, we deplore all forms of racism or racially discriminatory behaviour and I am incredibly proud of our diverse and inclusive community.

As a leading higher education institution we must continue to fight ignorance and intolerance and tackle any racism or discriminatory behaviour within in our community, to strengthen our approach to equality, diversity and inclusion, allowing us to further embrace the true power that diversity represents. At the same time I recognise that we must also understand our long history and legacy.

We are considering how best to acknowledge our heritage in ways that also recognise our diversity, our excellence in education and research and our service to society, for which we are known globally.

We recognise the strength of feeling shown by our own community of students and staff and from across the world. We [recently announced](#) that we will shortly begin the process of appointing a research post for a full and proper exploration of the university's colonial past.

The statue of Thomas Guy is part of Guy's and St Thomas' Charity's art and heritage collection and is being removed from public view while we work with our partners at Guy's and St Thomas' NHS Foundation Trust and the charity to consider its longer term future. This includes acknowledgment of our heritage and how we provide the historical context for Thomas Guy's story. We welcome the Mayor of London's new Commission for Diversity in the Public Realm and look forward to receiving guidance and engaging with them. Our Guy's campus and associated medical schools are allied to our partner NHS hospitals and the clinical excellence for which they are known around the world, and there are no plans for any hospital name changes.

I want to assure you that at King's we are committed to promoting a tolerant, diverse and inclusive environment. I hope that this letter goes some way to respond to your concerns and shows how we stand in support of all our Black, Asian and minority ethnic students and staff across the globe, together with our pride in the long-standing education and training that we provide on our Guy's campus and associated medical schools, at the same time as we respect the history and legacy of our university.

Thank you again for contacting me.

With best wishes

This item has been redacted

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**King's College Council**


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**Meeting date** 2 April 2020
 

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**Paper reference** KCC-20-07-15-08
 

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**Status** Final
 

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**Access** Members and senior executives
 

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**FOI release** Subject to Redaction
 

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**FOI exemption** Redaction subject to s.43, commercial interests
 

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## Report of the Finance Committee

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Contents	Meeting at which considered	Consent agenda	Council action
1. Current recruitment and planning expectations	24 June 2020	No	Discuss
2. Financial plan 2020/21, including management accounts	24 June 2020	No	Approve
3. New debt strategy	24 June 2020	Yes	Note
4. Review of accounting issues & assumptions	24 June 2020	Yes	Note
5. Treasury Management Policy Statement for 2020/21	24 June 2020	Yes	Note
6. Severance Policy	24 June 2020	Yes	Note
7. Revisions to the Going Concern Auditing Standard	24 June 2020	Yes	Note

*Note: Items 1 and 2 below, reflect the Committee's discussion on 24 June. Additional papers (KCC-20-07-15-08.1 and 08.2) with updated information are to follow.*

### To Discuss

#### 1. Current recruitment and planning expectations

The Committee received an update on admissions figures as at 24 June. Undergraduate figures appeared to be holding their own, with more UK undergraduates choosing King's as their insurance institution than ever before, but nothing could be truly counted on until students actually enrolled, paid fees and arrived in October. International PGT acceptances are above where we were last year at this time but with some 10,000 students still to play for. The overall financial swing, assuming our home undergraduate targets are met is between £-92m and £+23m. There was also the new complication of the Student Number Cap programme introduced by the government that threatened significant monetary penalties in subsequent years' fees (between £4-20 million) should the university enroll even one more student than allowed under the cap. This also had significant implications for King's ability to make adjustments at the point of admission for access and participation purposes.

### For Approval

#### 2. Financial plan 2020/21, including management accounts

Motion: That Council approve the financial plan proposed by the Executive for 2020/21.

- a. The Committee noted that 2020/21 will be a challenging year and that finances would be stretched significantly even if better-than-anticipated enrolments were realised. Actions being taken by the

Executive to support the university and where possible mitigate potential losses including: cash preservation measures, defer investment, pay and headcount freezes, and reduce costs to 'essential' only. The Committee acknowledged that remarkable efforts had been made across the university over the past months to build and maintain its core quality provisions and to grow and maintain its market whilst moving to remote working as a community.

b. Given uncertainties in the external environment which are materially impacting the university, the Committee acknowledged that the proposed plan has less predictability or precision than in previous years and as such should be regarded as being closer to a mid-case forward-looking scenario than a formal financial plan. Approval of the financial plan 2020/21 is a governance requirement. Council should note that an additional downside forward-looking scenario continues to be maintained by the Executive who have confirmed it continues to be considered in tandem with the mid-case scenario.

c. Assessment of the status at the end of May.

The interim financial plan proposed built on the existing approved strategy and plans and introduced a phased approach to allow reassessment as the position becomes clearer. The financial plan maintains a cautious approach. The current position and interim Financial Plan 2020/21 were as follows:

<b>£m</b>	<b>COVID original Plan 2020/21 Mid scenario</b>	<b>Current position 2020/21</b>
Target surplus		20
Draft budget before provisions	8	29
COVID Provisions	<u>(160)</u>	<u>(160)</u>
Target savings	<u>£75-100</u>	
Operating loss	<u>(60)-(85)</u>	<u>(131)</u>
Savings yet to be confirmed		<u>50</u>
Operating loss after all savings achieved		<u>(81)</u>
July 2020 Closing cash balance	226	220-230
July 2021 Closing cash balance	189-214	179

This data will be amended to exclude the RCF which will be repaid in July as part of the updated debt strategy agreed by the Finance Committee meeting.

d. Planning was being maintained around the mid-case until further recruitment information became available at the end of June (see Council Agenda item 8.2). The impact assessment of the mid case was £160m deficit which provided cash of £179m, allowed repayment of the RCF and provided a small amount of capital investment when the savings of £75-80m being sought were taken into account.

e. The interim plan established phases at which the position would be reviewed based on real information - the first phase is in July when recruitment offers and acceptances were known, then October/November when actual registration and income would be better known, and then February when January enrolments could be counted upon.

f. In the presentation, the following points were highlighted:

- There would need to be a measure of flexibility as to staffing in order to accommodate additional teaching capacity that might be required if enrolments did turn out to be better than initially hoped.
- The pay freeze would start in August as planned but would be reviewed in October/November alongside any proposal for a pay cut if that was deemed to be needed.

This would mean that any pay cut would not be introduced until January and longer-term planning was therefore required.

- The anticipated fee income reduction of £104m could be improved by as much as £70m depending on the enrolment outcome; the £104m comprised a 20% loss in UK students, 40% loss in EU students and 50% loss in international students.
  - There are two movements expected in the pension provision over the next few years. This balance sheet provision is in place to show King's share of the agreed commitment to clear the deficit in the USS pension scheme over time. The first, impacting on this year's 19-20 accounts, is an estimated £117m reduction in the future costs provided for which, for statutory accounting reasons, just missed inclusion in the 18-19 financial statements. The second, impacting on the 20-21 accounts at the earliest, is the as yet unknown impact of the most recent valuation (March 20) and any associated deficit recovery plan subsequently agreed.
  - Government is concerned about the effect of the pandemic on the UK's research base and the Executive in conjunction with the Treasurer is considering a proposal to underpin long-term loans for research support. It was noted that the Government was also looking for opportunities to help boost the economy and the job market and capital projects were a big element of that. King's has a number of capital projects that are shovel ready but that had been paused and could therefore take advantage if any programmes were announced in this area.
  - A decision had been taken at the start of the lockdown to lower the limits of financial delegation to give finance and procurement more sight of expenditure and to reduce spending limits on purchasing cards.
- g. The Committee noted the continued need for prudence as mitigation against the impact of a potential second lockdown; a second pandemic spike in winter and subsequent lockdown may not affect September student enrolments and fee income but would likely impact on the January admissions group. Members expressed concern particularly about the level of liquidity and the use to long term capital debt to fund current shortfalls in revenue without a clearer source of repayment.

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

#### **3. New debt strategy**

- a. The Committee considered a revised approach to accessing finance in light of the significant impact of COVID on financial performance this year, uncertainty over next year and the HE and external debt markets. It agreed that the approach should be: to revalue land at year end with the survey commissioned early May, to repay the RCFs prior to July 2020 year end, to defer seeking the PP until late 2020/early 2021, and to consider seeking to progress CCFF as cheaper replacement for the RCF.
- b. Modelling this approach to end July 2021 leads to a lowest forecast cash point of September 2020 at £112m. This is without a redraw of the RCF after year end. This assumes the university mid case scenario of £160M impact balanced with £75-£100M of delivered savings. The RCF/CCFF if pursued could ameliorate any worsening of the impact or inability to deliver savings in the short term.
- c. The Committee stressed again the need to consider liquidity which in the models continued to be tight at 82 days and £179m. This gave a tight margin for error should there be an impact from a second lockdown or other pessimistic scenario which if they were to manifest would present a material risk to the university. Some consideration might be given to turning to bond markets given current pricing, but current covenant conditions may preclude this in the short term. The

university Executive should continue with its planning around the operating surplus led by the data and greater cost control measures especially those relating to staff cost reductions.

**4. Review of accounting issues & assumptions – Financial Statements 18/19**

The Committee considered accounting issues and policy changes affecting the preparation of the 2019/20 group financial statements together with considerations of going concern risk, loan covenant position and updated responses to recommendations from KPMG. It has been agreed with the Chair of the Audit, Risk & Compliance Committee and the Finance Committee or a subset of them, should meet in the Autumn for an interim review of the financial accounts before the Statements are submitted for formal approval.

**5. Treasury Management Policy Statement for 2020/21**

The Committee approved the Treasury Management Policy Statement for 2020/21. It had been reviewed in the light of the current environment and experience over the past 12 months and no changes were proposed, beyond title usage, to the existing policy.

**6. Severance Policy**

The Committee approved the University Severance scheme for 2020/21. The scheme was reviewed and approved by Finance Committee annually and no changes were proposed to the severance scheme that was last approved in June 2019.

**7. Revisions to the Going Concern Auditing Standard**

The Committee noted changes to the FRC UK Auditing Standard for Going Concern ISA UK 570 published in September 2019. The changes had been made in response to recent enforcement cases and well-publicised corporate failures where the most recent auditor's report had not included a material uncertainty on going concern. The revised standard was applicable for periods commencing on or after 15 December 2019, including short periods. It had not been early adopted by our external audit firm for 31 July 2020 year-ends.

Michael D'Souza  
Chair of the Finance Committee  
June 2020

This item has been redacted

This item has been redacted

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**King's College Council**


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**Meeting date** 15 July 2020
 

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**Paper reference** KCC-20-07-15-09
 

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**Status** Final
 

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**Access** Members and senior executives
 

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**FOI release** Subject to Redaction
 

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**FOI exemption** Redaction subject to s.43, commercial interests
 

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## Report of the Estates Strategy Committee

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Contents	Meeting at which considered	Consent agenda	Council action
1. Health & Safety Compliance	20 May 2020	Yes	Note
2. General Overview - Estates Matters by Campus	20 May 2020	Yes	Note
3. Post Grenfell Cladding and Fire Safety Review	20 May 2020	Yes	Note
4. Estates Capital Working Group	20 May 2020	Yes	Note
5. St Thomas' Campus Update	20 May 2020	Yes	Note
6. King's Residences Demand & Supply Update	20 May 2020	Yes	Note
7. Champion Hill Update	20 May 2020	Yes	Note
8. Master Planning	20 May 2020	Yes	Note

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### For Note

#### 1. Health & Safety Compliance

It was estimated that post lockdown physical campus student occupancy would be approximately 20 percent of King's normal. Many factors had to be considered for the safe opening of King's campuses, from face coverings to ventilation and air flow rates. Safe distancing would be resource heavy in terms of staffing, utilities, in-sourced cleaning and security force. With a view to returning to campus, all water systems had to be tested and air filters changed, given the length of shut down. It was noted that there were about 60 teaching spaces that could be suitable for social distancing, but that approximately 75 percent of the capacity of each room would be lost in order to achieve safe distancing. Institutions around the world were moving to a hybrid model where tutorials would be a mix of in classroom and online attendance on an alternating basis in order to provide some on campus experience to everyone. Such a model would require a high level of technology and integrated support. King's did not yet have a detailed AV spec for what would be a fully equipped teaching room, and the Principal requested that a comprehensive digital-physical interface

approach be developed with urgency, in tandem with IT and the Provosts in order that a teaching budget could be predicted for the next two years. It was requested that the Committee receive an update on this initiative as a regular item at every Estates Strategy Committee meeting going forward.

**2. General Overview – Estates Matters by Campus**

[Redacted]

[Redacted]

**4. Estates Capital Working Group**

The Committee received two reports which set out real estate capital extraction options, and real estate expenditure. The Chair applauded the cost saving initiatives and requested that the Director of Estates and Facilities produce a report quantifying what savings were being made.

[Redacted]

[Redacted]

[Redacted]

Real Estate Expenditure

This paper reviewed measures taken to mitigate estates expenditure, and what potential there was for further savings in running costs. The paper presented expenditure as two separate streams:

- i) Leasehold Building Expenditure, including all leasehold commitments, rent, service charge, and business rates.
- ii) Facilities Management Expenditure, including hard and soft services, utilities as well as planned preventative maintenance.

[Redacted]

The Principal commended the Director of Estates and Facilities on his leadership at this challenging time. Over 500 staff members had been furloughed across the Estates team. Those members of staff remained very much a part of King's.

**5. St Thomas' Campus Update**

The Committee received an update report on the St Thomas' Campus from the Director of Development. Guy's and St Thomas' NHSFT are working with other members of the King's Health Partners (KHP) Academic Health Science Centre to establish clusters of expertise in healthcare, life science research and education at the St Thomas, Guy's and Denmark Hill campuses. The principle was to understand the needs from each campus in terms of 10-15-year master planning.

[Redacted]

[Redacted]

## 6. King's Residences Demand & Supply Update

The Committee received an update report on King's Residences from the Director of Estates and Facilities. It had historically been the university's strategic aim to provide all first year and international students a place in King's student halls. The report provided an overview of the current supply and demand for King's residences and captured a worst-case liability cost to the university should it fill no beds during the 2020–2021 academic year. The data demonstrated that the overseas component dominated the make-up of residences. To date, bookings for the next academic year were healthy and it was thought this could be seen across the London universities. The university was seeking to provide maximum flexibility to incoming students regarding lease length and accommodation arrangements and the Estates team would be approaching various landlords with a view to reconsideration of needs, for example the approach to nominations agreements. The Estates team was also reviewing the reaction of different providers in the current marketplace to students having to leave accommodation due to COVID-19 and would use this as an opportunity to reconsider accommodation approach and exposure.

[REDACTED]

The Estates team was considering the institution's approach to quarantining students. Guidance was being sought, but early indicators were that it would be best to quarantine by floor rather than by blocks. There were currently about 800 beds that were not ensuite and there were a range of opinions across the marketplace as to whether these residences were safe and sustainable. There had never previously been any problem in letting those lower cost beds.

## 7. Champion Hill Update

The Director of Estates and Facilities provided a verbal update. Due to COVID-19, works had been paused, but there was a plan in place for specification and tender. Surveys had had to be delayed and were now likely to take place in July and August. Most of the external investigations had been carried out, as had most of the desktop review, but a site visit had not yet been possible. A potential independent Chair of the Oversight Board for the Champion Hill buildings had been identified. The Board would reconvene when the first survey report was produced, due in approximately 4-6 weeks' time.

It was noted that the offer of the Champion Hill residences to key workers had not been taken up.

## 8. Master Planning

A point had been raised under Item 9, St Thomas' Campus Update, that while it was quite right to focus on tactical moves in order to get through this difficult period, it should not be at the expense of long-term master planning. The Principal reiterated this. It was ever more important for a rejuvenated and ambitious master planning process aimed at the new normal, and to develop that in tandem with the current tactical decisions. It was imperative that those current tactical decisions did not make life harder for the university in the long run. The Principal requested the escalation of the long-term master planning process, and that this be a regular item on the Estates and Strategy Committee agenda. [REDACTED]

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**King's College Council**


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**Meeting date** 15 July 2020
 

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**Paper reference** KCC-20-07-15-10
 

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**Status** FINAL
 

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**Access** Members and senior executives
 

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**FOI release** Subject to Redaction
 

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**FOI exemption** None, subject to redaction for commercial interests or personal data
 

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## Report of the Academic Board

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Contents	Meeting at which considered	Consent agenda	Council action
1. [REDACTED]	17 June 2020	Yes	Note
2. COVID-19 Update	17 June 2020	Yes	Note
3. Portfolio Simplification Update and Decisions <b>Annex 2</b>	17 June 2020	Yes	Note
4. Student Terms & Conditions	17 June 2020	Yes	Note
5. Reports of Committees	17 June 2020	Yes	Note
6. Election of Associates of King's College	17 June 2020	Yes	Note

### For Note

[REDACTED]

#### 2. COVID-19 Update

(i) Principal's report

A number of questions from Academic Board members were addressed around enrollment numbers, staff entitlements and adjustments and academic representation on the COVID response teams. It was made clear to the Board that the financial measures planning was evolving and was related to uncertainty about actual student enrollment numbers. The overarching aim was to protect staff and avoid a redundancy programme.

(ii) Education Strategy

The university faced huge challenges in planning for the next academic year, while also concluding this academic year in the most unusual of circumstances. Most students had now finished assessments and examinations, and the university was evaluating what could be learned from this assessment period, and timetabling was a key area of focus. Communications had gone out to students indicating that 2020-2021 teaching would be a blend of online teaching and small group teaching on campus. Initial feedback was that students had welcomed and understood that message. A decision on the attendance policy was under active consideration and was linked in with work underway on returning to campus. A working group was looking at the challenges faced with laboratory work, including the use of simulation technology to make up for opportunities lost because of social distancing measures. This group was also looking into student support and ensuring that no student was disadvantaged with the arrangements in place for the coming year.

(iii) Research Strategy

The Vice President (Research) reported that externally funded research had been impacted and in order to mitigate the impact of COVID-19 as much as possible many research staff had been furloughed with the funds being returned to research teams to support research that had been disrupted. PhD students were being provided with extensions.

Work on a COVID-19 rapid response research strategy was in early stages and would be submitted to the next meeting of the Academic Board.

It was noted that extremely important COVID related research contributions were being made by the King's community, across a very broad range of subject areas.

(iv) Return to Campus

The Academic Board was informed that the Return to Campus Working Group had been launched at the end of April and was tasked with establishing the high-level principles which would allow King's to manage the return to campus, on a phased approach, in a safe and planned matter with the health and wellbeing of its community at the core. The Group included a broad membership, and its overarching principles were:

- Protect the health and wellbeing of all the community
- Recognise the diversity and needs of all staff and students
- Develop a framework to be delivered at local level
- Use a step wise, flexible approach to campus re-opening informed by prevailing government restrictions and other environmental factors. There are four distinct levels of campus activity, one being campus lock down and four being fully open

The university was currently in the process of moving out of the lock down phase and into limited opening for those staff unable to do work at home, for example laboratory research. An important principle of the opening phase was return-to-campus by mutual agreement with line managers. Appropriate HR guidance was being developed towards gaining that mutual agreement. This phase was being treated as a pilot-testing process and a guidance document would be put in place including the monitoring of compliance and safety. The process was being monitored by an operational management team formed under the Director of Business Assurance, and with the campus operation teams on each of the five campuses. The pilot would run for two weeks and then the intention was to open a further tranche of buildings in July, depending on the findings from the pilot phase. Return to campus had been a collective

effort across the university, and it was noted that estates, security and cleaners had put in an especially considerable effort.

Timelines for a longer-term vision would emerge shortly, noting that it would be subject to changes in government guidelines, among other factors.

### **3. Portfolio Simplification Update and Decisions (Annex 2)**

Academic Board approved the recommendations of the Curriculum Commission on deferred submissions, the majority of which are module recommendations from the Faculty of Arts & Humanities.

The Curriculum Commission had now received all remaining submissions where either a recommendation had been deferred or where a second stage module submission had been requested, with the exception of English and Film Studies modules at PGT level, which would be brought to the next meeting of Academic Board.

### **4. Student Terms & Conditions (*Academic Board papers available on request*)**

Academic Board approved the Student Terms & Conditions.

The updating of terms and conditions was a regular process, but this year there had been a wider review with legal guidance. The last time that this had been done extensively was 2017-18. External expectations and advice had strengthened and become clearer, so it was apposite to take stock.

It was clarified that student attendance as a requirement was not in the current terms and conditions but was in the declaration students were required to sign upon enrolment.

### **5. Reports of Committees (*Academic Board papers available on request*)**

#### **(i) Delegation to the College Research Committee**

Academic Board approved a delegation of authority to the College Research Committee to approve amendments to the Postgraduate Research Academic regulations and appendices for 2020-2021 subject to the agreement of the Academic Standards Subcommittee.

#### **(ii) Report of the College Education Committee (CEC)**

Academic Board approved:

- Undergraduate progression and award policy for 2021/2022
- Degree Algorithm: The principle that the students entering King's in 2020/2021 marks from their first year's assessment will not contribute to their final degree classifications
- PGT External Examiner Report recommendations
- Academic Regulations 2020-2021
- Library Policy and regulations
- Fitness to Study Policy (new policy)
- Mitigating Circumstances Policy (update)
- RADA's Academic Regulations

#### **(iii) Report of the College Research Committee (CRC)**

Good progress was being made with REF 2021 but Research England had stated that there would be a delay in the exercise in order to take into account the impact of the COVID-19 outbreak on the operations of UK Universities. It was expected that this would be a four-

(iv) Consent agenda

Reports of the College International Committee; College Service Committee and the College London Committee were noted on the Consent Agenda.

**6. Report of the Acting Dean**

(i) The appointment of the new Dean, The Rev'd Canon Dr Ellen Clark-King, was announced.

(ii) Election of Associates of King's College

The Council has delegated to the Academic Board the election of Associates of King's College London. The AKC is the original award of the College and was first used in 1833. The course is unique to King's College London and is the only course open to students from every department, and to all staff. Academic Board is requested to elect students and staff as Associates of King's College London at each of its meetings.

This item has been redacted

# Portfolio Simplification

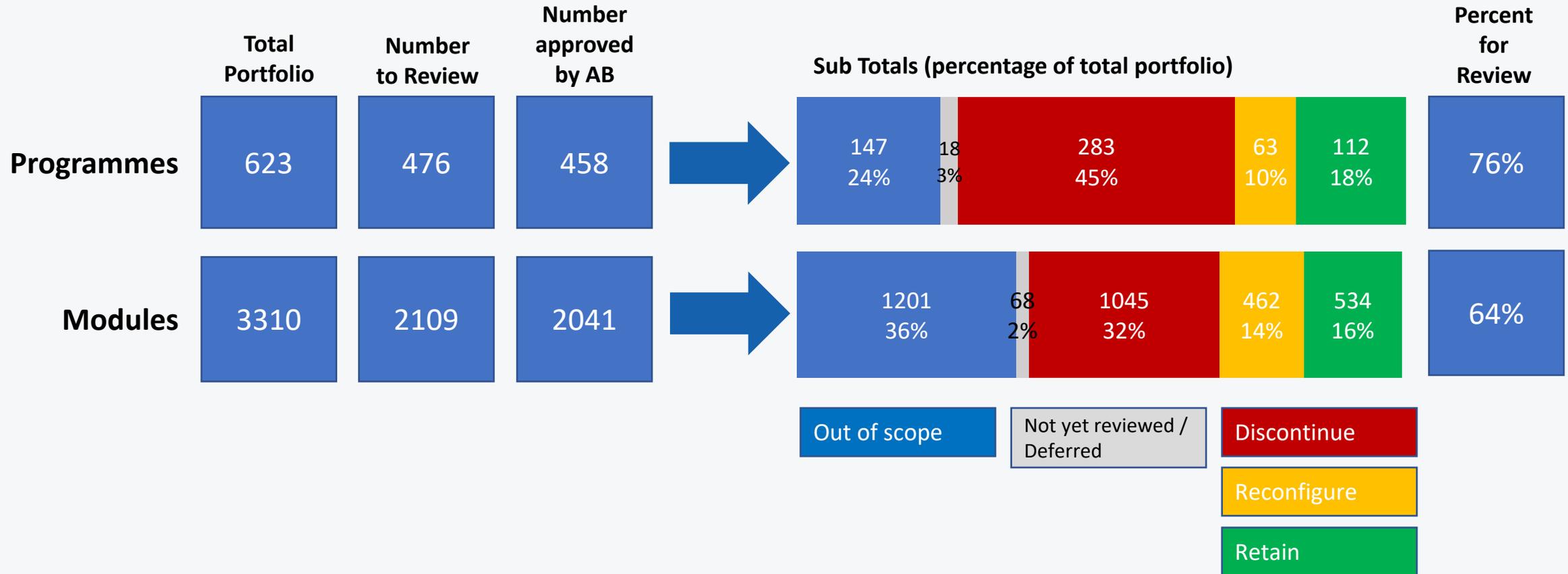
## All Faculties: scope and review of progress to date

	Total Portfolio	Number to review	Number approved by AB	Percent Approved
<b>Programmes</b>	623	476	458*	96%
<b>Modules</b>	3310	2109	2041	97%

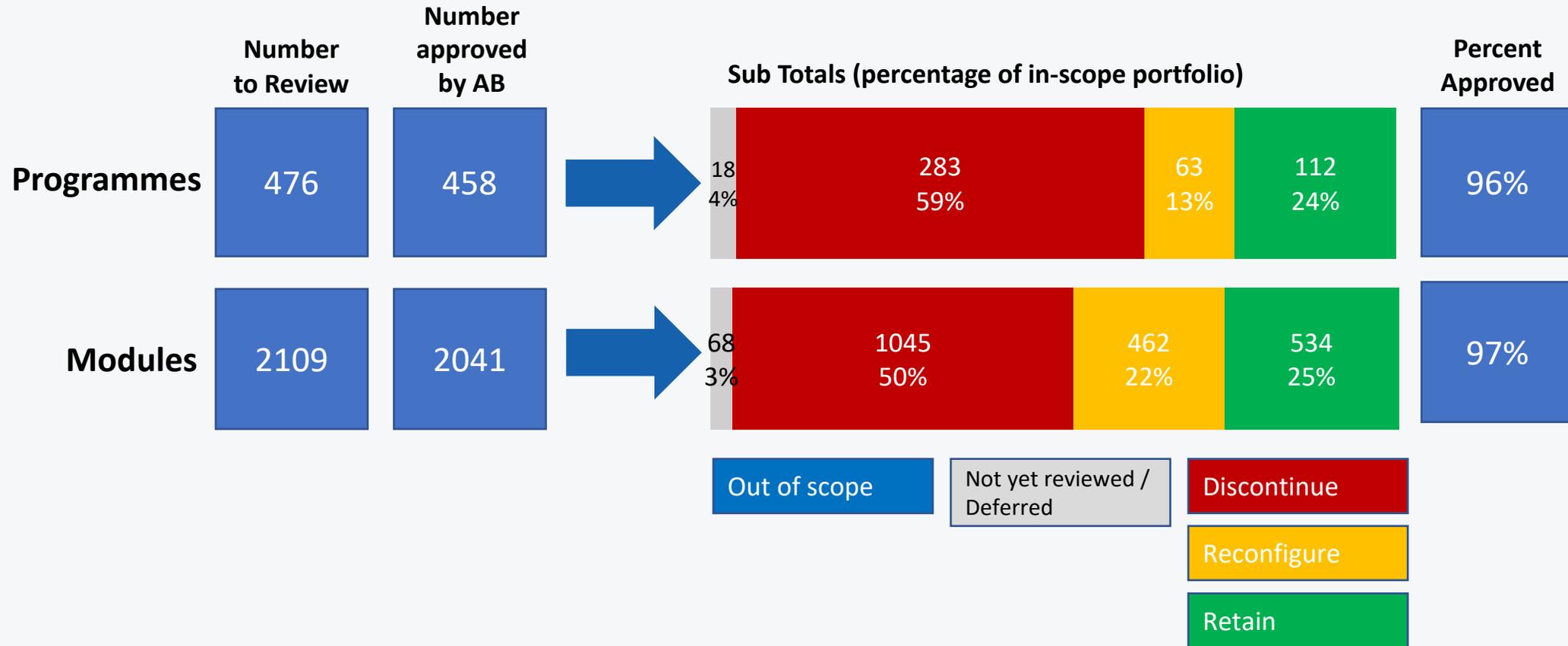
\* There are 15 'Liberal Arts with a Major in ...' courses to determine a solution for simplification

# Academic Board Approvals (to June 2020): All Faculties

## Full portfolio

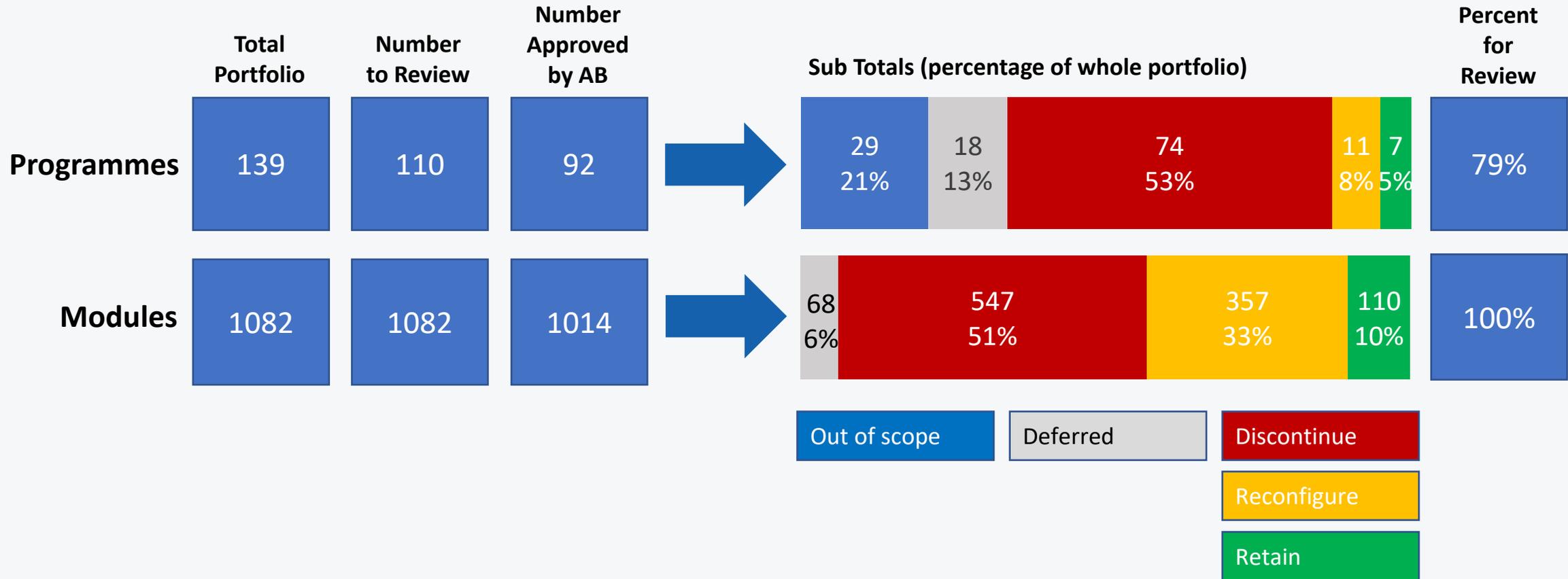


# In-scope portfolio

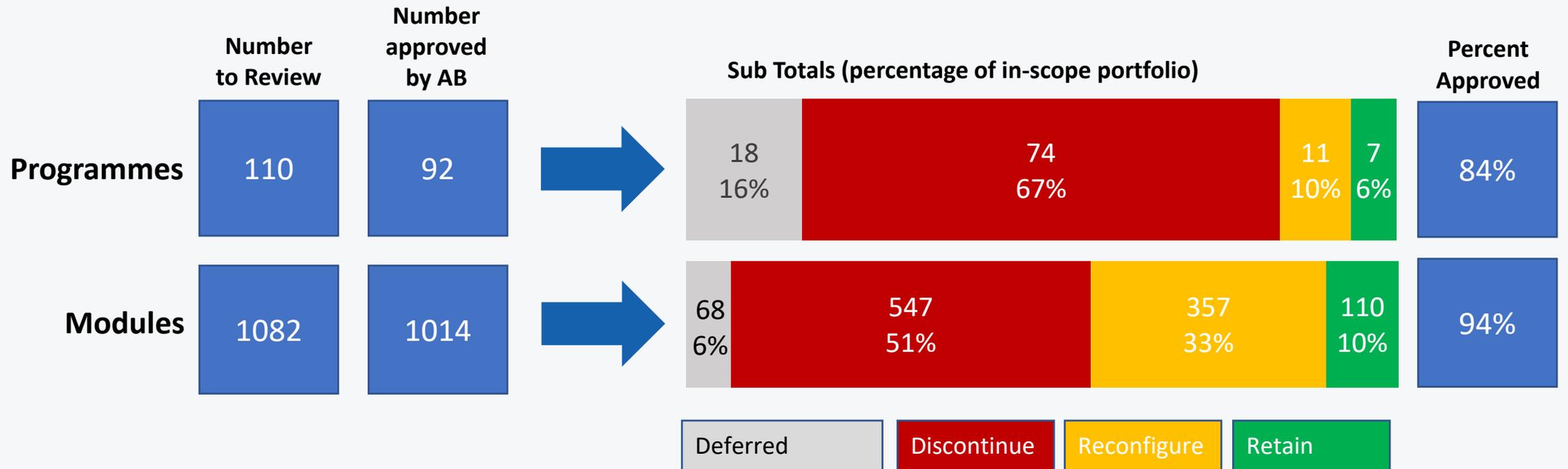


# Arts & Humanities: (Partial - June)

## Full portfolio

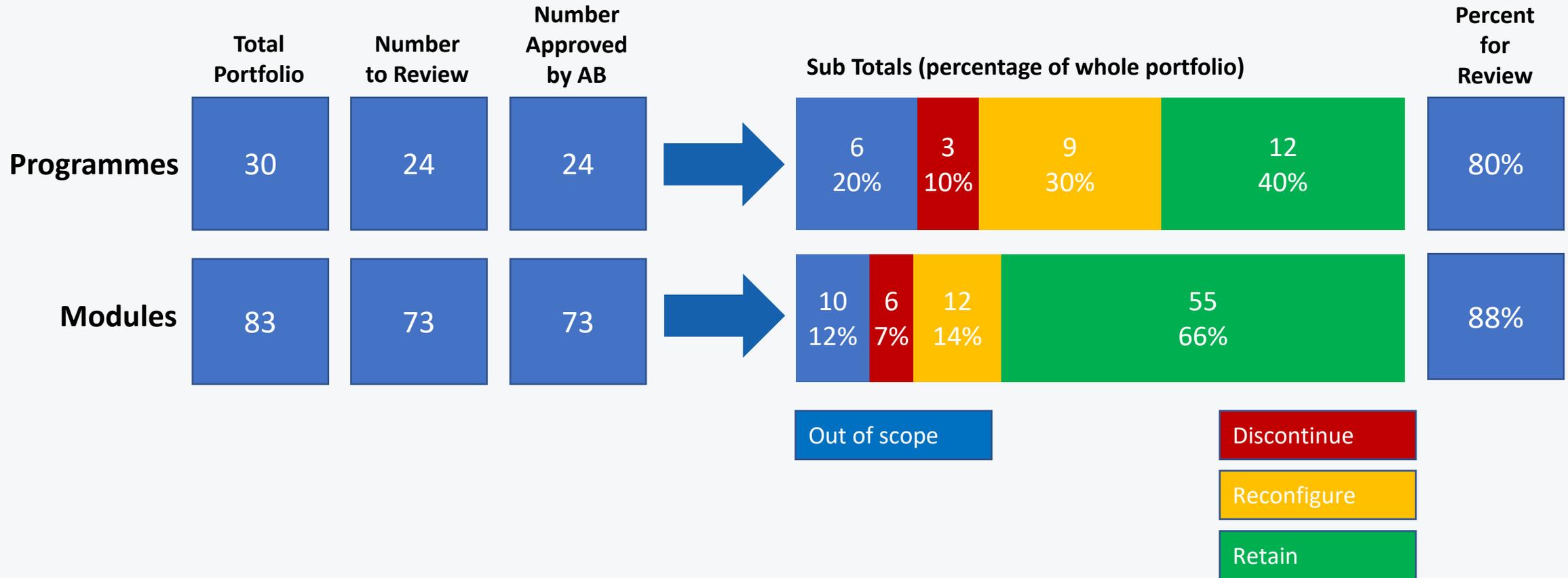


# In-scope portfolio

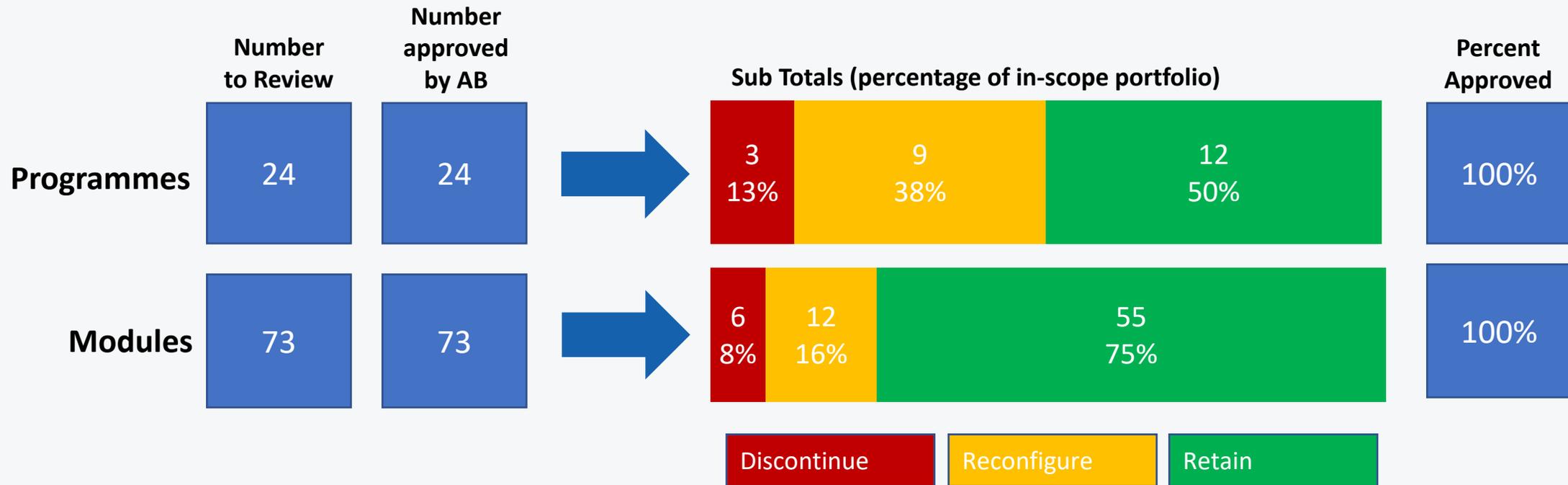


# Faculty of Dentistry, Oral & Craniofacial Sciences

## Full portfolio

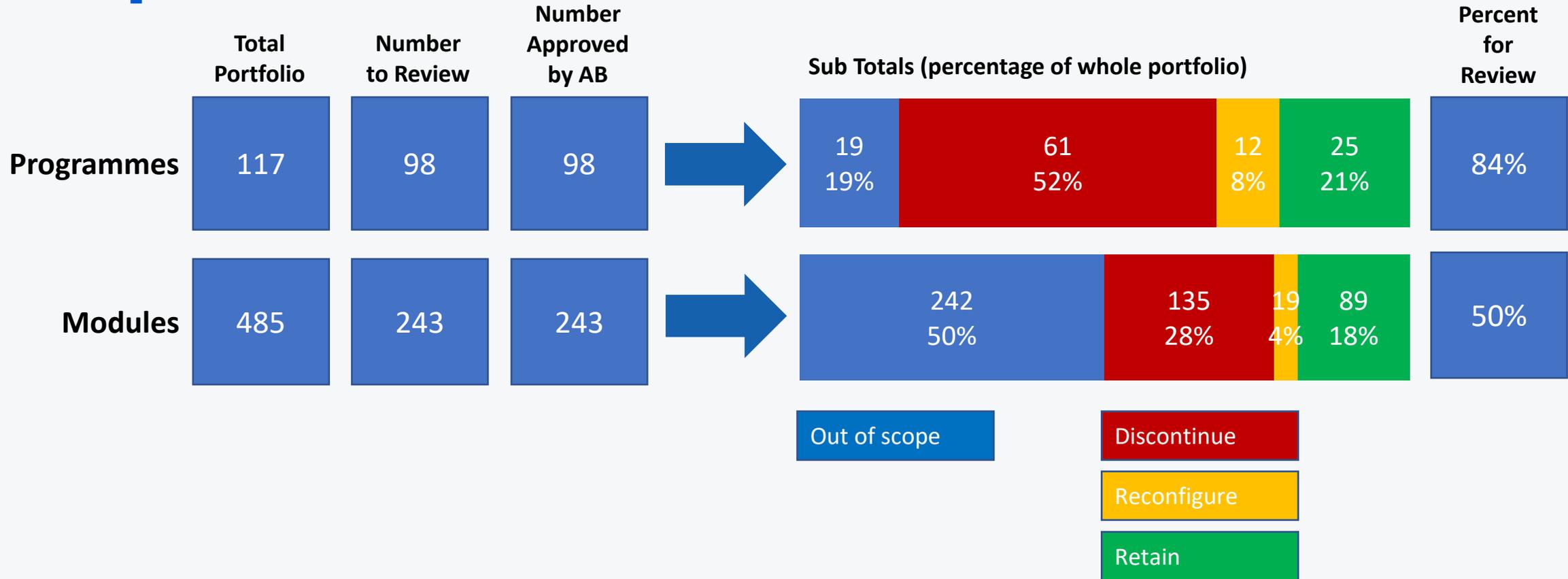


# In-scope portfolio

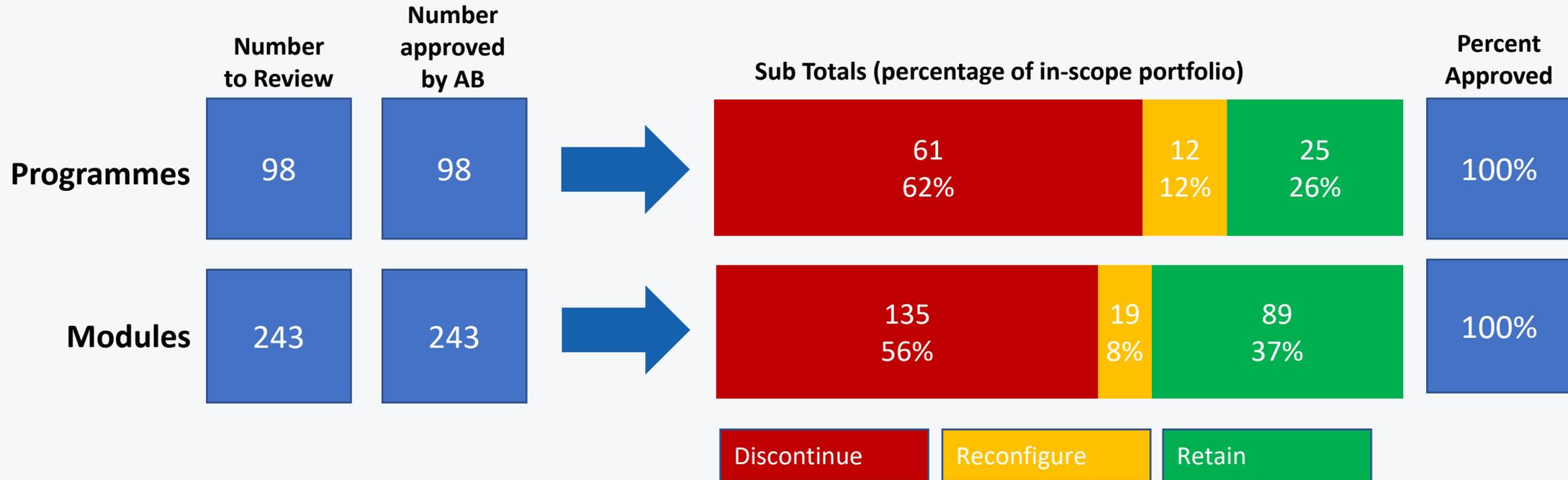


# Faculty of Life Sciences & Medicine

## Full portfolio

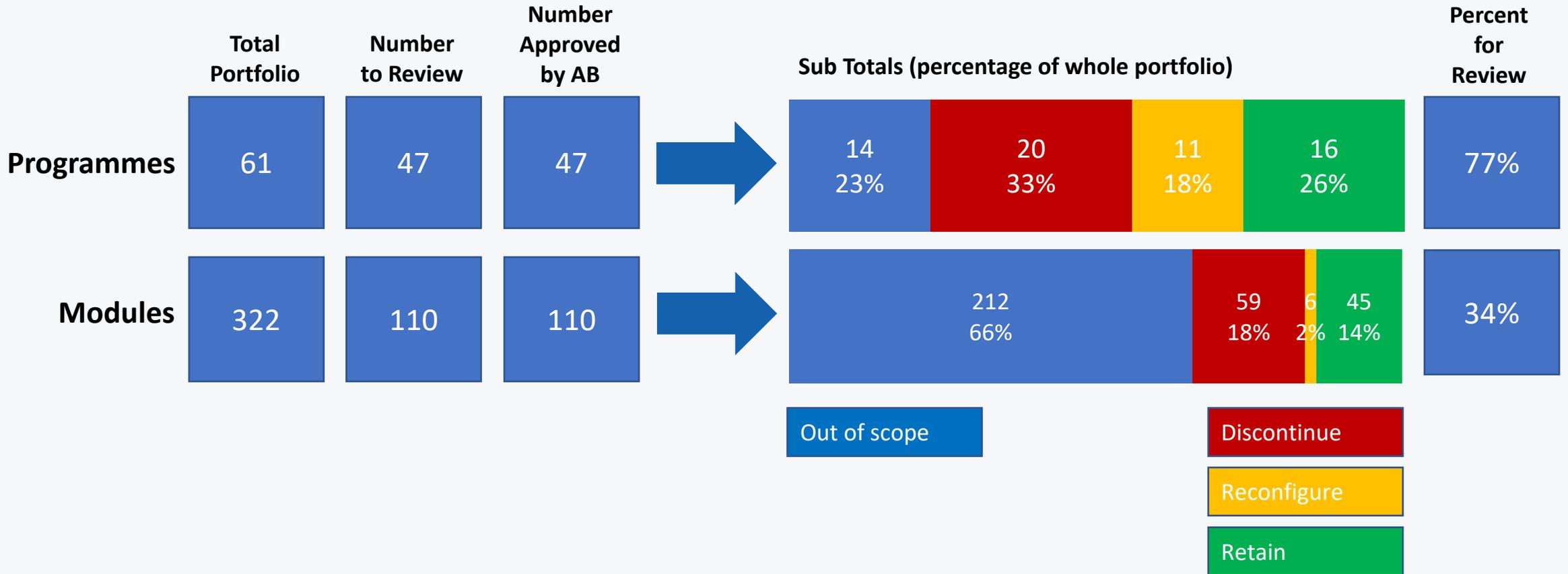


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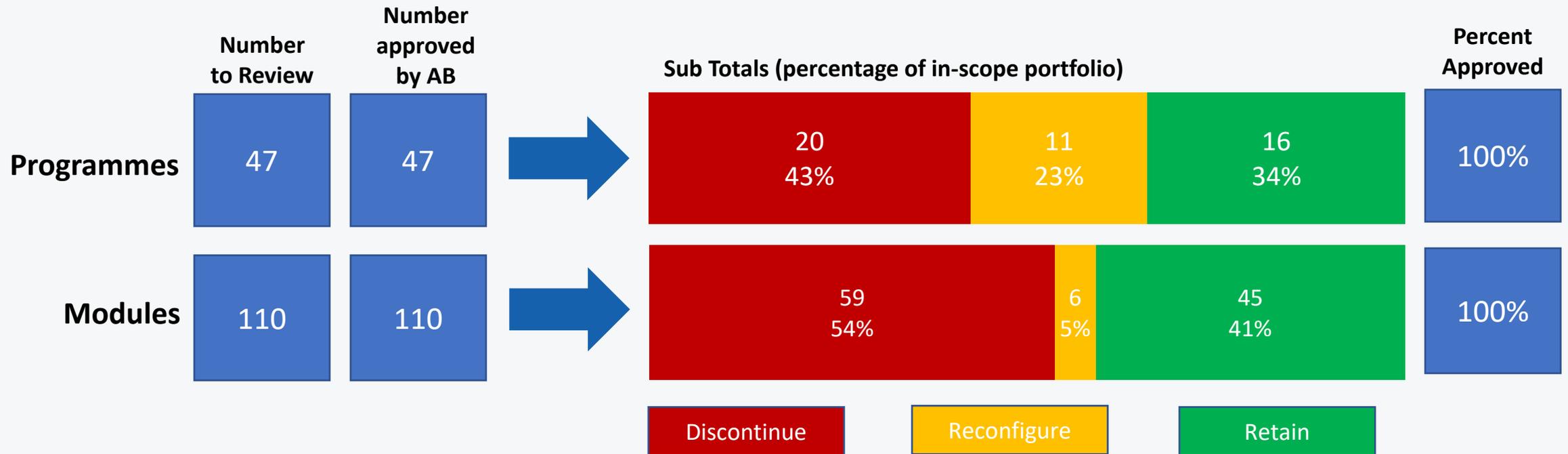


# Faculty of Natural & Mathematical Sciences

## Full portfolio

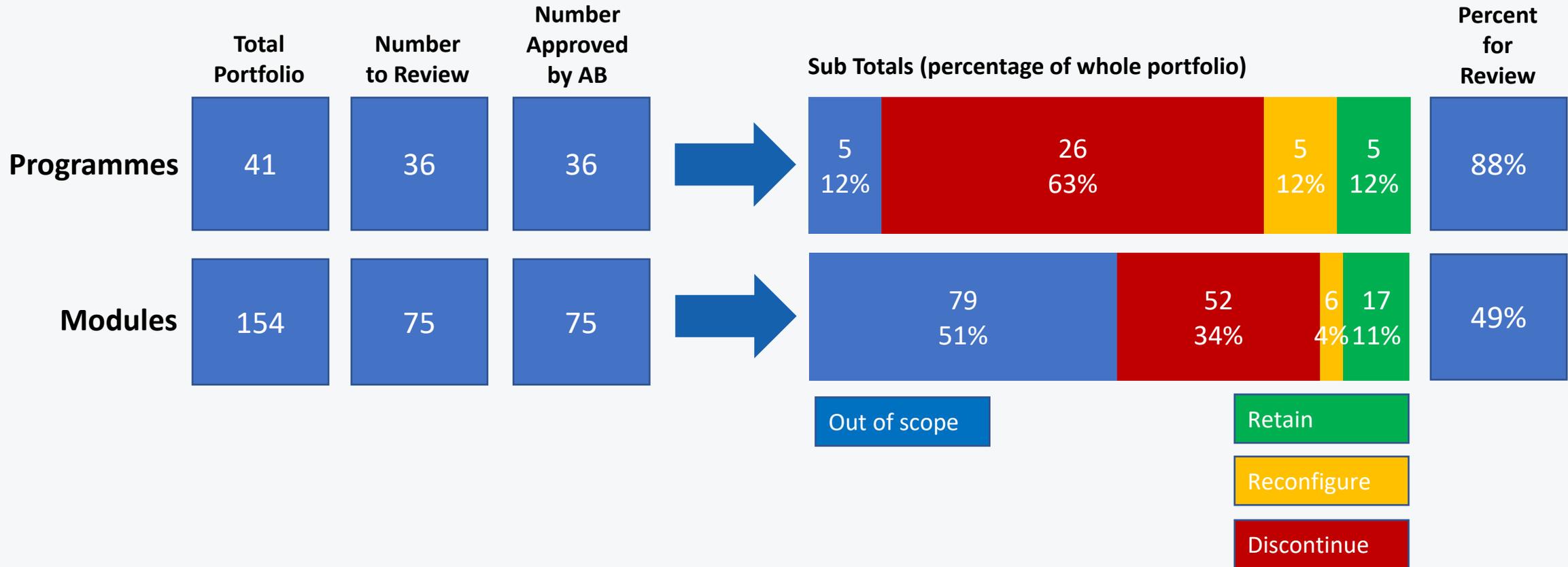


# In-scope portfolio

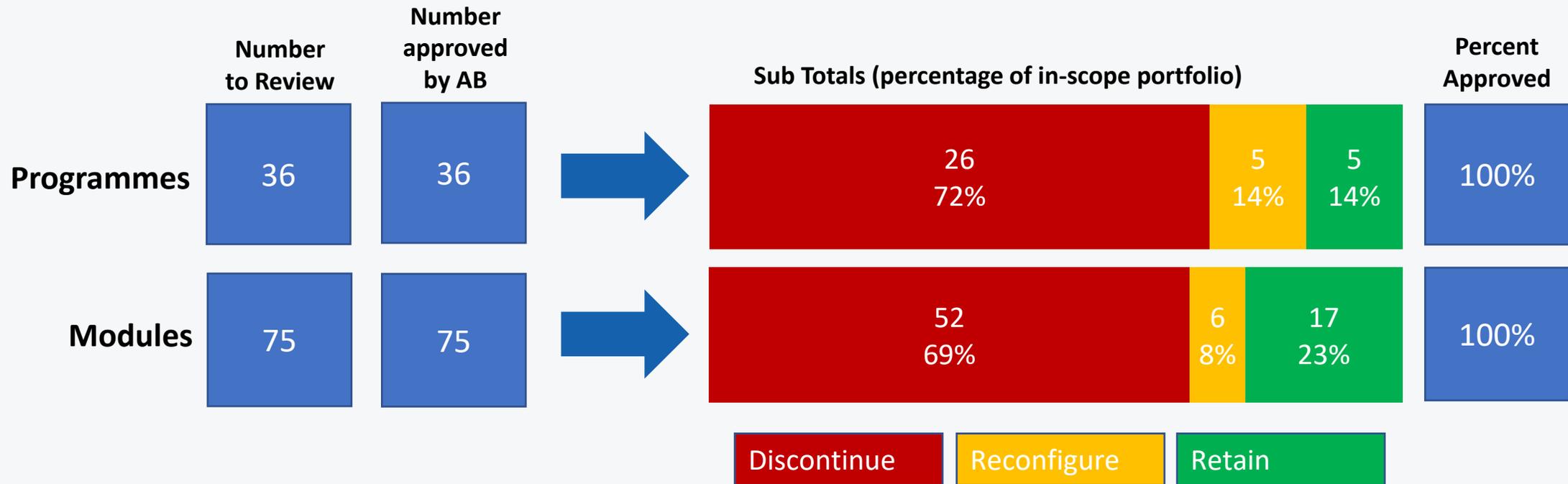


# Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care

## Full portfolio

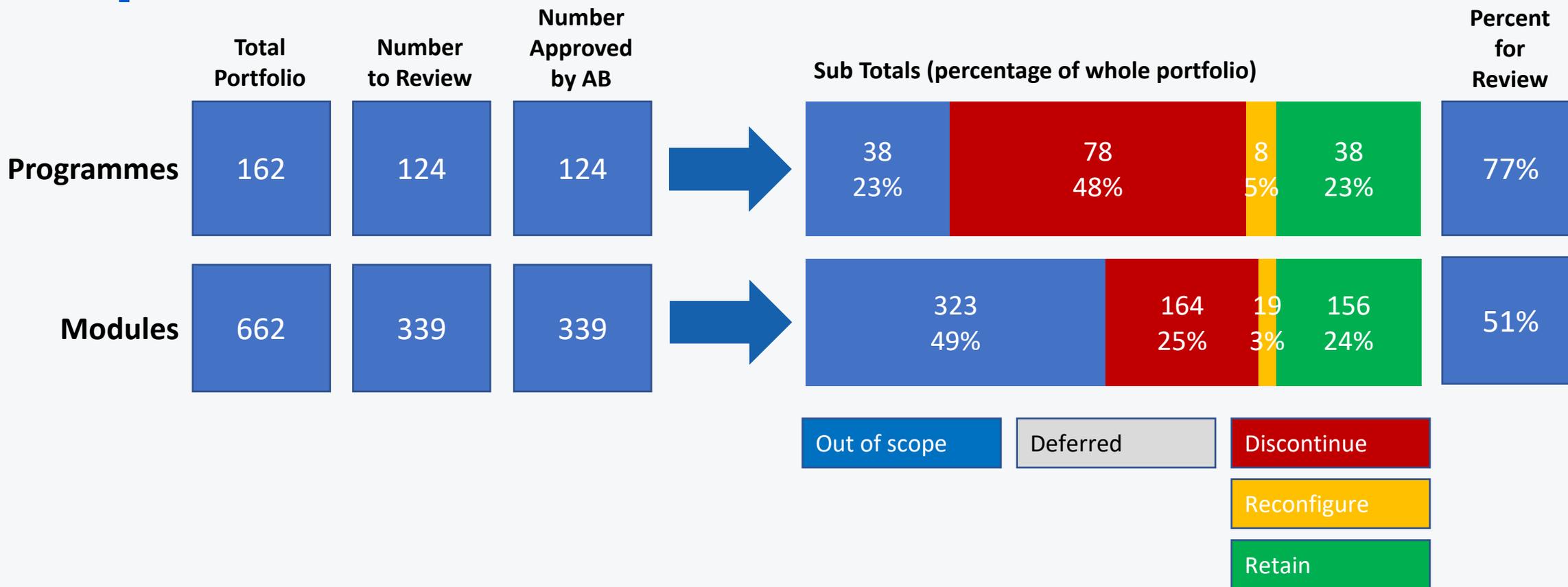


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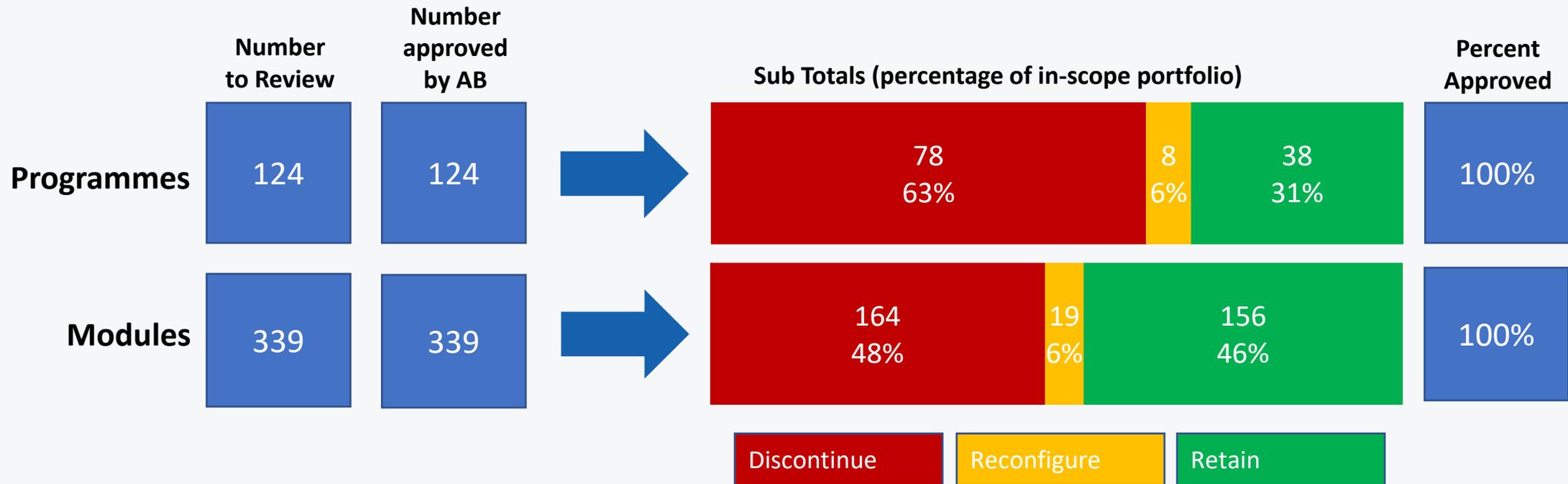


# Faculty of Social Science & Public Policy

## Full portfolio

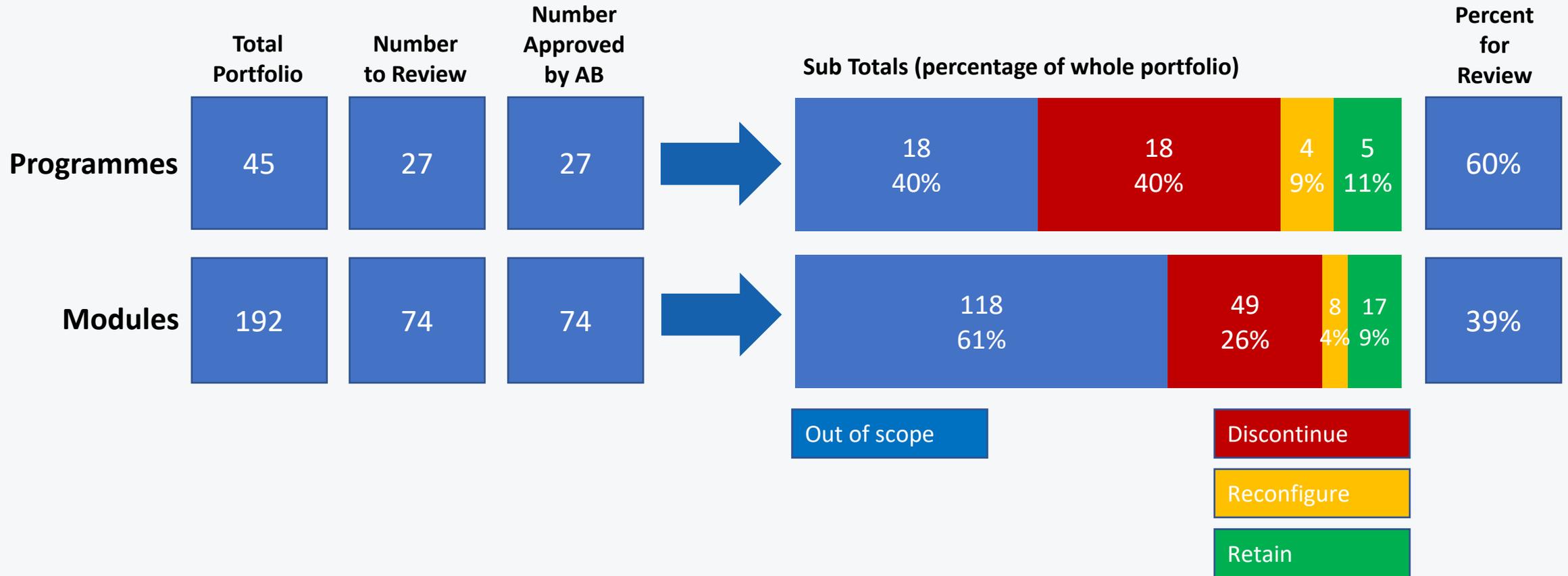


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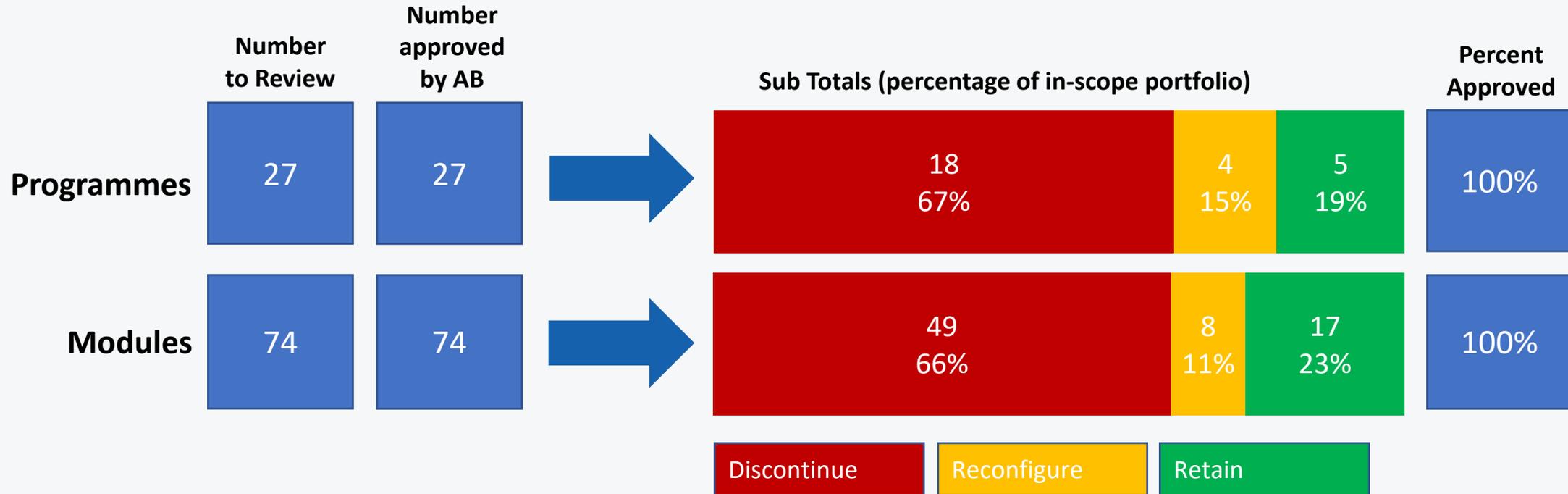


# Institute of Psychiatry, Psychology & Neuroscience

## Full portfolio

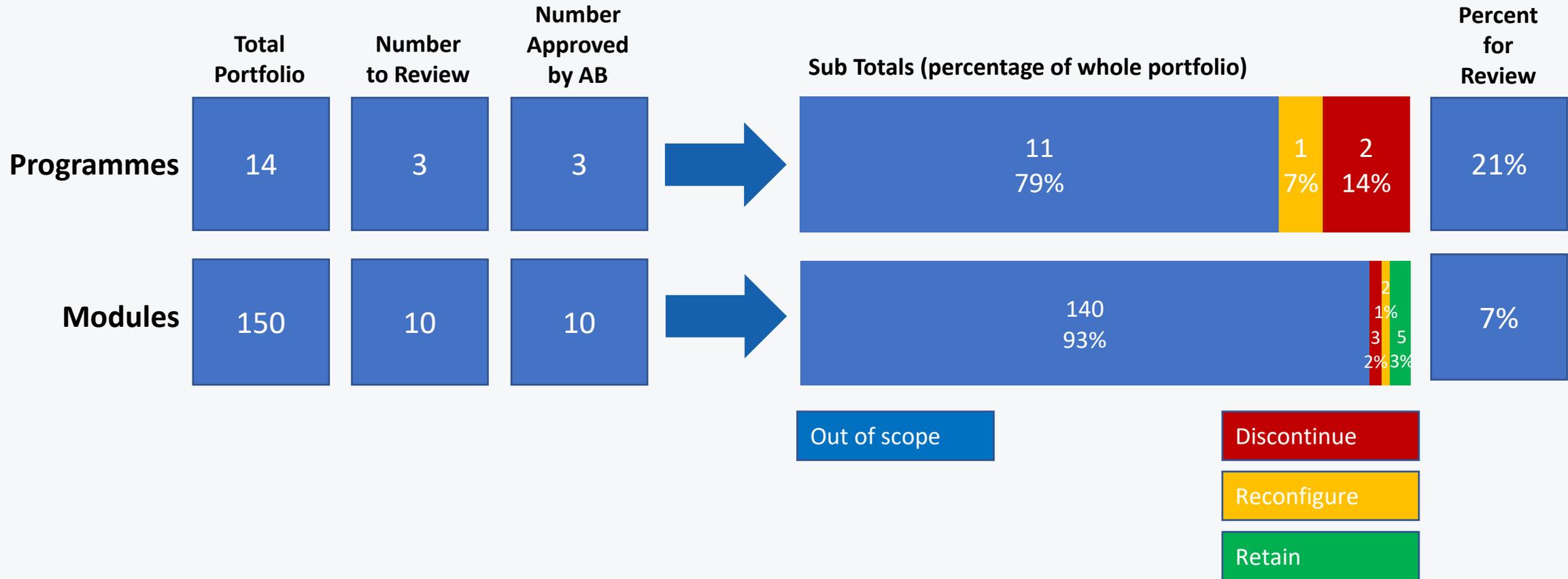


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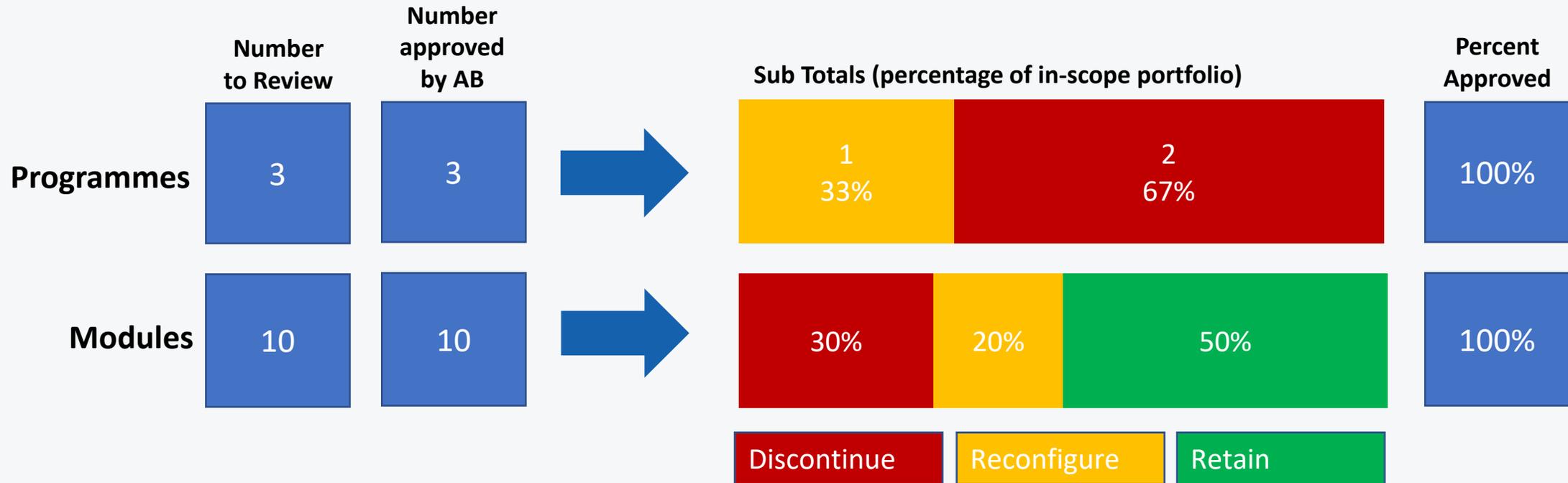


# King's Business School

## Full portfolio

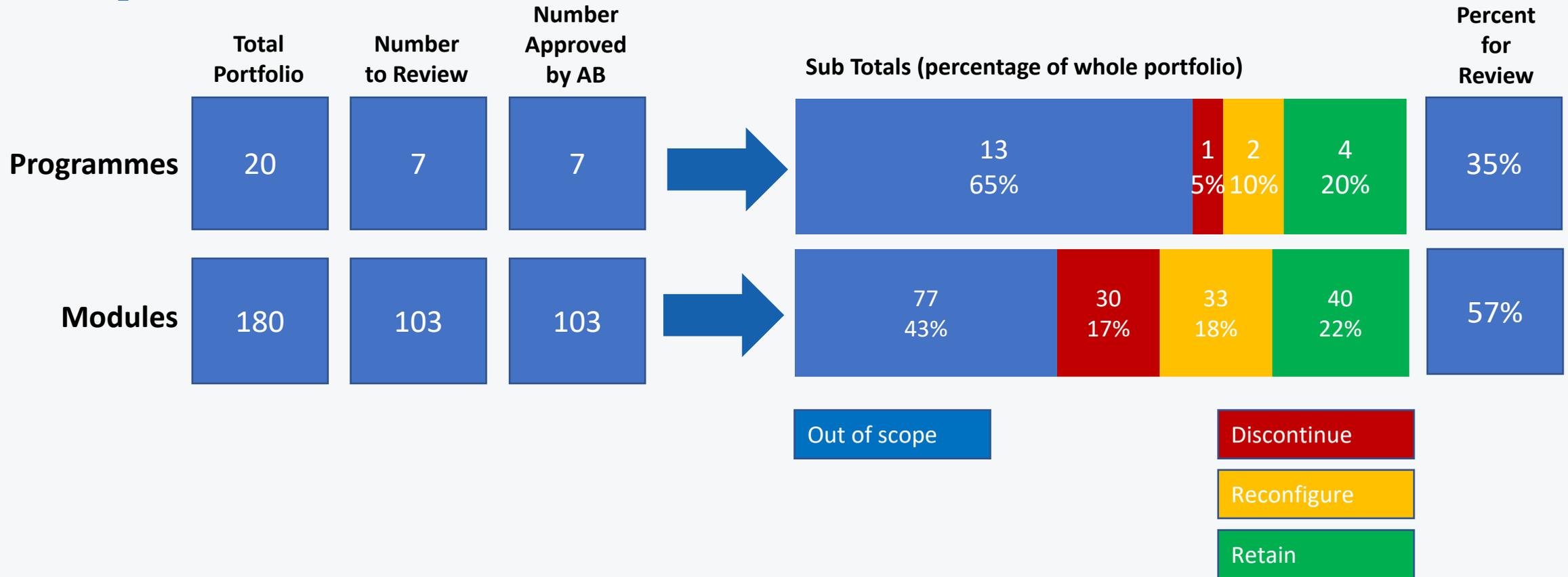


# In-scope portfolio

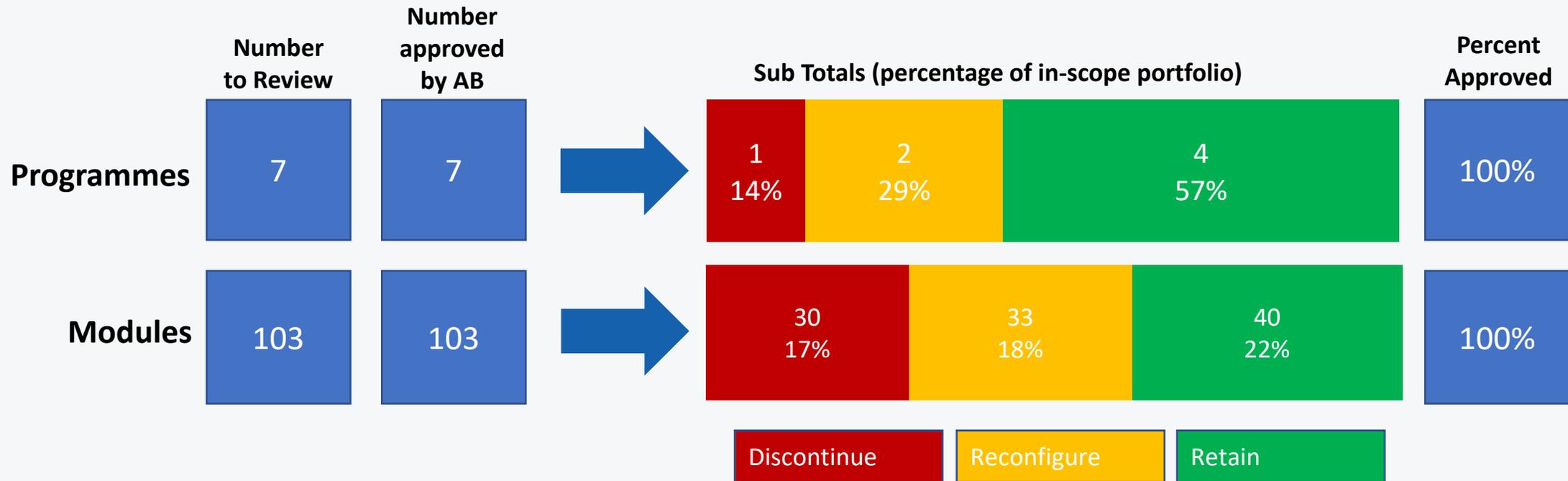


# The Dickson Poon School of Law

## Full portfolio



# In-scope portfolio





<b>King's College Council</b>	
<b>Meeting date</b>	15 July 2020
<b>Paper reference</b>	KCC-20-07-15-11
<b>Status</b>	Final
<b>Access</b>	Members and senior executives
<b>FOI release</b>	Subject to Redaction
<b>FOI exemption</b>	Redaction subject to s.43, commercial interests

## Report of the Governance & Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Committee Assignments	18 June 2020	Yes	Approve
2. Ordinance Amendments <b>Annex 1</b>	18 June 2020	Yes	Approve
3. Senior Executive Selection Processes 3.1 President & Principal 3.2 Provost & SVP (Health)	18 June 2020	Yes	Note
4. Council Away Day	18 June 2020	Yes	Note
5. Annual Review of Council Effectiveness <b>Annex 2</b>	18 June 2020	No	Discuss
6. Balanced Scorecard	18 June 2020	Yes	Note
7. Governor Liability & Indemnification	18 June 2020	Yes	Note
8. Academic Board Elections Report	18 June 2020	Yes	Note
9. Microsoft Teams – Confidentiality & Privacy	18 June 2020	Yes	Note

### For Approval

#### 1. Committee Assignments

Motion: That the following committee appointments be approved, effective 1 August 2020 and that the Chair of Council be delegated authority to appoint to remaining vacancies:

*Audit Risk & Compliance Committee*

Professor Susan Trenholm, staff member of Council

Ms Sara Wilkinson, co-opted independent member (reappointment)

Ms Julienne Daghish, co-opted independent member (reappointment)

*Fellowships & Honorary Degrees Committee*

Professor Marion Thain, Executive Dean, Faculty of Arts & Humanities

*Estates Strategy Committee*

Sir Ron Kerr, independent member of Council

*Governance & Nominations Committee*  
Ms Clare Sumner, independent member of Council  
Ms Kat Thorne, staff member of Council

*King's Maths School Board of Governors*  
Professor Barbara Shollock, Director, School of Engineering

## **2. Ordinance Amendments**

Motion: That the amendments to the Ordinances attached in **Annex 1** be approved:

Notice of the amendments to the Ordinances has been provided by email to members of Council within the 14 days required for changes to the Ordinances.

The provision for an independent member to serve on the Academic Board was put in place to enhance connections between the Board and Council. With the decision to assign three of Council's staff seats to staff elected by and from among the elected staff of the Academic Board, the Governance & Nominations Committee has determined that the independent member seat on the Academic Board is no longer necessary.

The addition of a student member to the Finance Committee adds to the seats available to students within the governing structure. In addition to the nine elected student seats on the Academic Board, there is a seat for a student on each of the Audit, Risk & Compliance Committee and the Investment Subcommittee.

The proposed amended Ordinances are attached at **Annex 1**.

## **For Note**

### **3. Senior Executive Selection Processes**

#### **3.1 President & Principal**

The Committee received an update on progress. Notwithstanding the impact of COVID 19 and the current period of social distancing, the pool of candidates included excellent candidates, with the pool consisting of one third each of: sitting UK vice-chancellors; senior UK academic leaders; and international candidates and candidates from other sectors. The selection panel would be meeting in the next week to narrow the list for further consideration.

#### **3.2 Provost & SVP(Health)**

A shortlist of candidates was still under consideration at the time of the Committee's meeting but a decision was expected by early July. Focused conversations were being held with the candidates and different stakeholder groups across the university. All of the candidates were extremely strong.

## **4. Council Away Day**

The Committee considered amendments to be made to the agenda and plans for the Council Away Day scheduled to be held on 23 September, originally at the premises of the British Medical Association.

Given the uncertainties around social distancing, the BMA had offered to transfer the booking to 2021 on the existing terms and the Committee agreed that we should accept this offer as the deposit would otherwise have to be forfeited on cancellation.

However, the Committee agreed that time for an extended on-line event should be retained in members' diaries on 23 September given the critical decisions that may need to be taken in the early autumn, the need to take full stock of the impact of COVID and the need to take action on issues of race.

The Committee agreed that the College Secretary should develop plans for the event in consultation with the Chairman, Principal, Chair of Finance Committee and SVP (Operations). The Chairman and Principal would consult the agreed speaker, Professor Stephen Toope, on his involvement in the revised event.

## **5. Annual Review of Council Effectiveness**

The Committee considered the results of the Council effectiveness survey conducted this spring in accordance with the Ordinance stipulation that a review of effectiveness be undertaken annually. The report of the results provided a summary of the key areas identified for improvement.

The Committee was disappointed that some significant issues identified in the 2018 review had not improved over time and noted that the actions identified needed concerted effort from all, starting with the Chair and Principal, if we are to get Council to where it needs and wants to be. The full summary of actions identified is attached at **Annex 2**. Key points highlighted by the Committee were:

- Agenda construction is critical along with writing of succinct papers. Council discussion should be forward-looking and focus on strategic issues. There should be an annual outline agenda and all governors should be asked what they would like to be included.
- Papers should be much shorter and have a granular cover sheet making clear what is being asked of the Council.
- Discussion in meeting should take papers as read and not spend time rehearsing the content. The Principal's report should remain at the start of the meeting, but discussion should be focused and presentations from other members of the senior team limited.
- All non-members should only be present for the discussion of an item they are speaking to.
- There should be increased delegation to subcommittees to allow Council to focus on higher level issues.
- The 2021 review should be structured at a more granular level in order that progress can be measured.
- It was agreed that the Vice-Chair of Council would seek feedback from individual members of Council on the performance of the Chairman in advance of the July meeting and would facilitate a discussion of the findings at the meeting and pass the feedback emerging to the Chairman. She would provide a report on the process to the Committee to confirm completion of the process. In future years, a question on the performance of the Chairman would be added to the Council Effectiveness Survey questionnaire.

## **6. Balanced Scorecard**

The Committee had commissioned a report from the Analytics Department which provided a concise description of the current system and it considered how often the Council should receive it, how often it should be discussed, whether the content was right, and how it was used.

The Committee noted the time lag in information reported and the reasons for that, noting that it provided the most recent confirmed information which was often fairly historic (for example actuals for June 2020 are 2018/19). Interim reports on individual aspects of the business reported on in the Scorecard were considered as they progress by the relevant committees. It was agreed that this should be addressed by providing updated information to Council on different sections of the scorecard as soon as they become available on a rolling basis throughout the annual cycle.

It was suggested that productivity statistics and individual performance against targets for officers down to the level of Executive Dean should be added to the reporting.

Finally, it was agreed that the scorecard should be provided at the start of the academic year in advance of the September Council Away Day in order that plans for the business of Council throughout the year can be informed by the latest information.

**7. Governor Liability & Indemnification**

Browne Jacobson had been commissioned to provide a formal report on Council and committee members' liabilities if there were a catastrophic event on campus. They had subsequently been asked to expand the scope of the project to provide a summary of the full range of Council responsibilities including areas of legal compliance and the Committee considered this report.

The Secretariat would now use the report to map out for members how their obligations as governors are being met through our governing structures and through university policies. That follow-on report would be available for the next meeting of the Committee in October and for Council in November.

**8. Academic Board Elections Report**

Elections had been held for vacancies on the Academic Board which arose in the following four faculties: Dentistry, Oral & Craniofacial Sciences; Dickson Poon School of Law; Natural and Mathematical Sciences; and Nursing, Midwifery and Palliative Care. All vacancies had been filled. A further election for two members from the Faculty of Arts and Humanities was underway. Student elections will be held separately in October 2020.

**9. Microsoft Teams – Confidentiality & Privacy**

While the use of Microsoft Teams for online meetings had been largely successful, there were some concerns about privacy and access to information from the site. The Committee noted the areas being investigated and that the Secretariat was working with IT support to fully understand the problems and consider mitigations.

Nigel Sheinwald

Chair of Governance and Nominations Committee

June 2020

## Annex 1



### Academic Board – *with draft amendments in red* (Ordinance Appendix B, 1 August 2019 2020)

#### Terms of Reference

##### 1. Authority

Under delegated authority from Council, and in accordance with the College Charter, the Academic Board is the body with primary responsibility for maintaining and enhancing the academic quality of the College's academic provision and the academic standards for awards. Reports from the Academic Board provide Council with the assurances of academic quality it needs to ensure that the objects of the College, as described in the Charter and the College's strategic plans, are fulfilled. This assurance also enables Council to meet its obligations in reporting to the Regulator on academic standards and quality.

Further, Academic Board advises Council and the Executive on academic matters of strategic importance to the welfare and long-term sustainability of the institution, the quality of the student and staff experience, the quality of research, and the experience of researchers. In so doing, it conveys the academic experience, knowledge and views of the staff and students to Council on matters impacting on academic development and education and research quality.

##### 2. Duties

The specific duties of the Academic Board include the following:

- 2.1 Assuring Council of the academic quality of the College's academic provision and the academic standards for all of its awards.
- 2.2 Conveying advice to Council and the Executive drawing on the academic experience, knowledge and views of staff and students on matters which have an impact on academic development, education and research quality and are of strategic importance to the welfare and long term sustainability of the institution, student and staff experience, both on proposals submitted to it by the Executive, and on academic issues that the Academic Board itself has determined to be critical to the university.
- 2.3 Awarding degrees, diplomas, certificates and other academic distinctions in accordance with the prescriptions of the Charter, Statutes, Ordinances and Regulations.
- 2.4 Approving award titles, programmes of study, and research programmes leading to an award.
- 2.5 Promoting research and innovation within the College and to monitor the effective operation of key policies concerning research.
- 2.6 Establishing committees and subcommittees as appropriate for the expedient execution of business, clearly stating limits of delegated authority, responsibility and reporting arrangements in each case and to monitor the work of these committees and subcommittees.
- 2.7 Regulating academic misconduct and student discipline.

- 2.8 Adding, amending and revoking regulations concerning the academic work of the College in teaching and examining and in research.

### 3. Composition

#### *Chair*

- 3.1 The President and Principal shall chair the Academic Board.
- 3.2 The Chair shall appoint a Deputy Chair to act in his/her absence from amongst the members of the Board.

#### *Ex-officio members*

- 3.3 The Senior Vice Presidents for Arts & Sciences and Health, Vice Presidents, Executive Deans, President and Education Vice Presidents of the King's College London Students' Union and the Dean for Doctoral Studies shall be ex-officio members of the Academic Board.

#### *Elected Staff Members*

Throughout this document the term "faculty" is as defined in the King's College London Ordinance B3.

- 3.4 Three academic staff members on contracts which include teaching from each faculty (and four in the case of larger faculties) will be elected by and from the academic staff members on contracts which include teaching in that faculty. One Head of Department or equivalent will be elected from each faculty by the whole staff of the faculty. Each faculty will determine its own head of department equivalent list of eligible nominees and the seat may only be filled by an eligible candidate from that list.
- 3.5 Three members of professional staff, one each from education support, research support and service support will be elected by and from the professional staff.
- 3.6 One member of the academic staff on research-only contracts will be elected by and from the academic staff on research-only contracts of the health faculties and one of the academic staff on research only contracts will be elected by and from the academic staff on research-only contracts of the arts & sciences faculties.

#### *Elected Student members*

- 3.7 One student shall be elected by and from the students registered within each Faculty, the nine positions to be split equally between undergraduate, postgraduate taught and postgraduate research students.

#### *Independent Member of Council*

- ~~3.8 — One independent member of Council appointed by Council.~~

#### 4. Frequency of Meetings

The Academic Board will normally meet at least five times a year and as necessary to consider the matters within the scope of its terms of reference.

#### 5. Meeting Content and Style

5.1 The meeting style will be facilitative and discussion focused. The Academic Board will use a range of engagement processes such as workshops and other types of interactive methods to gather the views of the university community.

5.2 The agenda shall be set by the Chair and supported by the College Secretary. Members of the Academic Board will be able to suggest issues for the agenda.

5.3 Papers will be succinct and items presented in a style that provides maximum time for debate and input from members.

#### 6. Reporting Procedures

6.1 Academic Board meeting papers will be made available to the College community prior to each meeting, excepting those items that may need to be dealt with in confidential session.

6.2 A report of each meeting of the Academic Board will be presented to the College Council.

#### 7. Terms of Membership

7.1 Elected Staff Members of Academic Board ~~and the appointed independent Member of Council~~ shall serve a three-year term, with the possibility of re-election/appointment for a further single three-year term.

7.2 Elected Student Members of Academic Board are eligible to be re-elected for a maximum of three consecutive one-year terms.

#### 8. Attendance

8.1 Only members of the Academic Board have the right to attend Board meetings. However, other individuals and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.

8.2 Members who fail to attend three consecutive meetings will be required to demonstrate good cause for an absence; members who fail to attend meetings for six consecutive calendar months without good cause found acceptable by the Chair of the Board will be deemed to have resigned.

#### 9. Subcommittees of Academic Board

The Terms of Reference and composition of the subcommittees of the Academic Board are provided in these Ordinances.

- (i) Academic Board Operations Committee
- (ii) College Education Committee
- (iii) College Research Committee
- (iv) College International Committee
- (v) College London Committee
- (vi) College Service Committee



## **Terms of Reference**

### **1. Authority**

To be responsible to the College Council for the effective assurance of the management and control of the financial affairs and assets of the College and its subsidiary companies, in accordance with the Financial Memorandum from OfS and similar obligations from other funding bodies.

### **2. Duties**

- 2.1 To formulate, for the approval of the Council, strategies and policies for the effective management and control of the financial affairs of the College.
- 2.2 In accordance with the policies approved by the Council, to exercise, on behalf of the Council, the powers specified in Statute 7(a)-(f) and Statute 7(h)-(i), and generally to be responsible to the Council for the effective control of the assets and revenues of the College.
- 2.3 On behalf of the Council, to make and regularly review Financial Regulations governing the arrangements for the proper management of the College's finances and financial affairs, assets, monies and resources, in accordance with Ordinance D. The Vice President (Finance) shall have delegated authority under the Regulations to issue financial procedures to clarify or supplement the Regulations.
- 2.4 To review the annual accounts having regard to any implications for College strategy and in conjunction with the Audit, Risk and Compliance Committee to approve the financial statements for recommendation to Council.
- 2.5 To approve, for recommendation to the Council, the College budget for the succeeding financial year.
- 2.6 To require and receive reports to enable it to carry out its functions.
- 2.7 To oversee the work of and receive reports from the Investment Subcommittee and such other subcommittees of the Committee as may from time to time be approved by the College Council.
- 2.8 To undertake such other responsibilities as the Council may from time to time decide.

### **3. Composition**

- 3.1 The Committee shall comprise:
  - 3.1.1 Honorary Treasurer (in the chair)
  - 3.1.2 At least four other Independent Members of the Council or Independent Co-opted Members.
  - 3.1.3 The Principal & President
  - 3.1.4 Vice President (Finance)/Chief Finance Officer

3.1.5 Senior Vice-President (Operations)

3.1.6 One staff member

3.1.7 One student member

3.2 Independent, staff and student members appointed to the Committee by the Council on the recommendation of the Governance & Nominations Committee shall normally serve a maximum of two consecutive three-year terms, with the possibility of extension for a further single three-year term (up to a maximum of nine years) in exceptional circumstances.

3.3 The following shall have the right to attend meetings of the Committee, but are not members of the Committee:

3.3.1 The Chair of Audit, Risk and Compliance Committee

3.3.2 The Senior Vice President/Provost (Arts and Sciences), the Vice President & Vice Principal (Education), the Senior Vice President/Provost (Health), the Senior Vice President (Quality, Strategy & Innovation);

3.3.3 The Director of Business Assurance;

3.3.4 The Chief Accountant; and

3.3.5 The Director of Management Accounting Services

3.4 The College Secretary or his/her designate shall act as Secretary to the Finance Committee.

#### 4. Frequency of meetings

4.1 The Committee shall meet as necessary and at least once per term.

4.2 The business of the Committee may be conducted by electronic voting or email in accordance with Ordinance B9.

#### 5. Reporting Procedures

A report of each meeting of the Committee will be circulated to all members of College Council.

## Council Effectiveness Survey 2020

Nine responses received: 7 independent, 1 student, 1 staff

### Issues Identified

Issue	Proposed Action	Responsibility	Notes
<b>Meeting Management</b>			
Too many in the room – should be limited to members, SVPs and CFO with others coming in as needed to present	Invitations to include timed entries	<i>Principal</i> (to review with senior team members) <i>Secretariat</i> to establish processes	
Meeting locations not satisfactory	Review of available rooms on campus	<i>Secretariat</i>	Moot at the moment as we are meeting online Room availability will be affected by return-to-campus limitations
<b>Information and Reporting</b>			
<b>Internal</b>			
Need more and better analysis of performance – especially at faculty and large department level – accountabilities are not discussed and are not clear		Principal and Senior Team	
Asymmetry of information between Executive and independent Council members needs to be addressed	Schedule informal meetings of independent members	Chairman	Underway
Proposals for decision – need to be provided with the reasons for pursuing some initiatives over others and alternatives that have been considered to allow for proper debate on strategic choices	Refocusing and redesign of papers	Secretariat/Senior Team	Report to next GNC
Need more informal opportunities to meet with and hear from	Annual schedule to be developed	Secretariat in consultation with	Report to next GNC

students and members of the community beyond senior leadership		senior team, deans and KCLSU	
<b>External</b>			
Need more information about the HE sector, political context, external drivers and risks – but framed for the Council audience	Need to build information sessions around this – breakfast briefings – briefings at meetings – there is a report appended to the Principal’s Report for each meeting but it is never discussed.	Secretariat to review with the Principal and with the Director of Public Affairs & External Insight as to how best to manage this	Report to next GNC
<b>Agenda Content and Management</b>			
Have not fully succeeded in shifting focus to strategic issues – too much time still spent on routine matters	All of the items in this section speak to a need to review our agenda structures and planning processes for meetings as well as the content and structure of papers.	Secretariat in consultation with the Chairman and the senior executive.	Report to next GNC
Should be reporting and discussion of the main KPI’s at each Council meeting – not clear how Council can properly perform its assurance or governance role without this regular conversation			
There don’t seem to be clear criteria for which items get discussed at Council.			
We are often short of time for critical issues			
Need to spend more time on strategic risks.			
Should there be an audit of the use of the Unanimous Consent Agenda			
<b>Culture</b>			
There is a positive atmosphere and relations are polite but not an environment where constructive challenge is all together welcomed. Executive often quite defensive.	Need to structure debates more closely, perhaps asking individual governors to take the lead on particular issues	Chairman and Principal to discuss	

Too many conversations held off-line	Need to devise ways for governors to share information with each other – Teams may be of help with this.	Secretariat	
There is too little time for full discussion, and in practice little real debate.	See first item in this section		
<b>Committees</b>			
Most of the committees are working effectively but RemCom still a work in progress			
Council Chair should chair GNC		Chairman to consider	
Relationship of committees to Council needs to be better defined and understood	Terms of Reference to be reviewed re delegations. Part of restructuring agendas noted above	Governance & Nominations Committee	
<b>Papers</b>			
Universally acknowledged to be too long and detailed, lacking focus and clarity	Secretariat to review different paper formats and model them using Council agenda materials	Secretariat	Report to next GNC

## Report of the Audit, Risk and Compliance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Risk presentation and discussion: Cyber Security	09 June 2020	No	Note
2. Audit, Risk and Compliance Committee Business Calendar ( <b>Annex 1</b> )	09 June 2020	Yes	Note
3. Covid-19: Incident Management and Business Recovery ( <b>Annex 2</b> )	09 June 2020	Yes	Note
4. Internal Audit update: 2020-21 plan and completed work	09 June 2020	Yes	Note
5. Accounting assumptions for the 2019-20 financial statements	09 June 2020	Yes	Note
6. External Audit plan	09 June 2020	Yes	Note
7. Compliance report	09 June 2020	Yes	Note

### For note

#### 1. Risk presentation and discussion

The Chief Information Officer and Head of Cyber Security joined the meeting to brief members on a significant cyber security initiative which was being planned. It was noted that the ARCC had the responsibility to report on matters of cyber security to the College Council and that the Chair would present an item to the College Council in July 2020. In order to develop that item for Council, a sub-committee would be formed, which could work outside of the regular ARCC meetings. This sub-committee would consist of the Chair, Ms Sarah Wilkinson and Ms Julianne Daghli. It would be supported administratively by the Director of Business Assurance.

The Chair will provide a verbal update on the cyber security initiative.

#### 2. Audit, Risk and Compliance Committee Business Calendar

The Committee discussed its forward business plan, taking into account the fact that some changes have been forced by the present Covid-19 pandemic emergency and other pressing matters. The June agenda was reshaped to take in an extended discussion of the impact of the pandemic and the management of risk around the business recovery plans. The proposed risk topic was also changed to allow for a discussion on cyber security.

Members concluded that the proposed contents of the agenda for November 2020 appeared to be appropriate, but also added three other potential topics for consideration. These were: diversity (particularly in relation to worldwide protests following the death of George Floyd in Minneapolis), the impact of Brexit as the transition year draws to a close, and a detailed update on the manner in which the university continues to address business recovery from the pandemic incident. The Chair agreed to take these issues into consideration when constructing the agenda for the November 2020 meeting.

The Chair will be working with the Chair of the Finance Committee and the Secretariat to ensure that the work of the two committees dovetail appropriately to provide proper coverage of the major issues on behalf of College Council.

*Revised Proposed calendar of discussion of focused risk topics for the coming year – See **Annex 1**.*

### **3. Covid-19: Incident Management and Business Recovery**

It was noted that there had been four key workstreams formed under the oversight of a 'Gold' command, which had dealt with the health aspects of the pandemic, the safe closure of the university estate whilst enabling vital research work to continue, the development of a strategy for dealing with the pressures on recruitment and the development of a strategy for bringing the university back to normal business.

In terms of the managing risk, it was noted that the university was undertaking after-action reviews to understand how different parts of the organisation were viewing risks and assessing the degree of alignment with the view of Management. Some consideration had been given to how the pandemic might affect the achievements of the objectives of the Strategic Vision 2029. No new corporate risks had been identified, but some of the existing risks had been heightened. There were, however, three emerging areas of concern around

- a) the long-term resilience of individual members of staff despite the initial buoyancy displayed in coping with the immediate emergency
- b) the effect of critical factors such as racial equality issues or a likely economic recession
- c) the willingness of staff to commute into work, given public transport is likely to be the biggest risk hotspot for transmission of the virus.

The main unmitigated risk to the recovery strategy was identified as the delivery of a hybrid model of education being largely untested. There are cultural and technology issues in the delivery of such a model which will require addressing if it is to be successful. It was noted that the delivery model was consistent with the ambitions of the Education Strategy, but the current imperatives were forcing it to be deployed much more quickly than that Strategy had envisaged. Work was being undertaken to mitigate the risk, and IT and Estates were working on finding space and technology solutions to address the issues.

Several issues relating to financial recovery were discussed at the meeting. The Interim Chief Finance Officer submitted a risk assessment for the financial recovery plan, which is attached here at Annex 2.

*Risk assessment for the Financial Recovery Plan – See Annex 2.*

### **4. Internal Audit update: 2020-21 plan and completed work**

Given the current circumstances, the ARCC approved the adoption of an audit plan for the 2020-21 year which would be broken into three sections for approval at each of the next three meetings. The audit exercises for the first five months were approved at this meeting. These exercises included:

- Compliance with research funder terms and conditions
- Competition and Markets Authority Compliance
- Compliance with the terms and Conditions of OfS Registration
- Aged debt in Research Management credit control and invoicing
- Management of Donations for Research (currently underway)
- Accounting for Furlough leave
- Hospitality and travel
- Purchasing cards
- Management of temporary staff
- Compliance with purchasing rules
- Cyber Security

It was noted that other helpful reviews had been suggested by the Senior Vice-President (Operations). Further tranches of audit work would be approved by the Committee in November 2020 and February 2021, and this would help maintain flexibility and provide an opportunity for the work of the internal auditors to be directed to where it might be most helpful for either management or the ARCC.

It was noted that a conscious decision had been taken in the initial phases of the pandemic emergency for the internal audit team to give space to management to deal with the situation in hand, rather than

continue to seek for management to work with them on audit exercises. Consequently, only three reviews were reported to this meeting of the ARCC. No major concerns were raised by the reviews, although it was noted that improvements were considered necessary to financial management in the Faculty of Arts and Humanities and the project to streamline administrative support for programme administration.

#### **5. Accounting assumptions for the 2019-20 financial statements**

The Chief Accountant highlighted a small number of items for the ARCC, including that there had been no material changes to the reporting structure of the organisation and that TEDI London would be reported as a Joint Venture in the accounts. He also noted that the university was taking a prudent view on loan covenants, but it would also be looking to revalue its freehold land holdings, which are currently undervalued in an accounting sense. This means that there is some headroom in the balance sheet that is currently not being used, particularly in terms of loan covenants, and the university would be seeking to put that into play in due course.

#### **6. External Audit plan**

Ms Fleur Nieboer introduced the External Audit Plan on behalf of KPMG and highlighted the significant risk areas. These included the usual areas of significant risk, such as the management override of controls, use of funds and valuation of land and buildings. However, because of the current pandemic situation, the external audit will also consider *Going Concern* more closely than it usually does. It was noted that the pension scheme and consequent liabilities remains an area of interest. Ms Nieboer observed that the OfS had introduced some additional requirements this year for providing an audited assessment of the proportion of money each institution has spent on Widening Participation to ensure that institutions had spent the sums to which they had committed. Finally, Ms Nieboer noted it would be important to examine the controls in operation since the university will have spent half the financial year operating in a different environment.

#### **7. Compliance report**

The report was largely taken as read. The Director of Business Assurance noted that the report highlighted where the university had adopted a greater risk appetite in compliance areas which had been affected by the pandemic situation. These were all assessed as being under appropriate monitoring arrangements and largely controlled. He also drew the attention of members to the final report of the Compliance Assurance review of Fire Risk Assessments in the university. The interim report had raised some questions as to whether the university was entirely legally compliant with the Fire Regulations. Additional audit testing had established that the university was legally compliant, although it was not compliant with its own fire assessment requirements which demand a higher standard than the law requires.

## Calendar of ARCC Business for the next year

Meeting	Seasonal items	Risk Topics and Themes
<b>November 2020</b>	<ul style="list-style-type: none"> <li>• Discussion of outcomes from the External audit</li> <li>• Review of the External Auditor's ISA260, the management response and financial statements for recommendation to Council.</li> <li>• Approval of ARCC's annual report to the governing body</li> <li>• Note the annual report of the Director of Business Assurance</li> <li>• Review the annual statement supporting the Prevent Duty and any other documents required by the annual OfS annual accountability process.</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber security</li> <li>• Diversity, Inclusion and Equality</li> <li>• Covid business impact</li> <li>• Impact of Brexit as the transition year draws to a close</li> </ul>
<b>February 2021</b>	<ul style="list-style-type: none"> <li>• Discussion of the annual procurement report</li> <li>• Note the summary report of investigations into academic misconduct</li> </ul>	Strategic Partnerships, including King's Health Partners
<b>June 2021</b>	<ul style="list-style-type: none"> <li>• Discussion of the external audit strategy for the year</li> <li>• Discussion of the accounting assumptions to be used in the compilation of the financial statements</li> <li>• Approval of draft internal audit plan for the following year</li> </ul>	<ul style="list-style-type: none"> <li>• The Education Strategy</li> <li>• Student representation</li> </ul>

This item has been redacted

<b>King's College Council</b>	
<b>Meeting date</b>	15 July 2020
<b>Paper reference</b>	KCC-20-07-15-13
<b>Status</b>	Final
<b>Access</b>	RESERVED - Members excluding Executive Members
<b>FOI release</b>	On the advice of the College Secretary
<b>FOI exemption</b>	s.43, commercial interests; s40 personal information



## Report of the Remuneration Committee

Contents	Meeting at which considered	Consent agenda	Council Action
1. Senior Post Holder Remuneration – Proposal for new Senior Vice-President (Health)	30 June 2020	Yes	Note
2. Senior Post Holder Remuneration – Senior Adviser	28 April 2020	Yes	Note
3. Remuneration for New President & Principal – Background Discussions	28 April 2020 30 June 2020	Yes	Note
4. Committee Operations and Workplan	30 June 2020	Yes	Note
5. Senior Post Holders – Annual Performance Assessments	30 June 2020	Yes	Note

### To Note

#### 1. Senior Post Holder Remuneration – Proposal for New Senior Vice-President (Health)

As the announcement of the appointment of a new Senior Vice-President (Health) would occur after the Committee had met, the Committee approved a remuneration framework for the post and delegated to the Chair of the Committee authority to approve the final contract, provided the provisions of the contract fall within the approved framework.

#### 2. Senior Post Holder Remuneration – Senior Adviser

The Committee approved a recommendation from the President & Principal with respect to remuneration for a retiring senior post holder being appointed to a part-time role as a senior adviser for a fixed period.

#### 3. Remuneration for New President & Principal – Background Discussions

The Committee will ultimately be responsible for approving remuneration provisions for the new President & Principal when appointed. Meetings have been held with representatives from Perrett Laver, the search firm assisting the Selection Panel, to understand the range of contractual provisions in the HE market in the UK and elsewhere prior to having to look specifically at contract requests from the successful candidate. Perrett Laver offered to undertake more detailed work once the short list is finalized.

#### 4. Committee Operations and Workplan

The Committee considered a draft workplan for 2020-21 and agreed that it should increase the number of meetings to allow for more consistent oversight of remuneration issues and to allow time for more in-depth review of issues.

## 5. Senior Post Holders – Annual Performance Assessments

The Committee received completed performance self-assessments from members of the senior executive team and input from the President & Principal on each, [REDACTED]

[REDACTED] It was noted that Professor Jonathan Grant would be stepping down from the role of Vice-Principal (Services) in August as would Professor Sir Robert Lechler, Senior Vice-President & Provost (Health). The Principal proposed to appoint an interim Vice-Principal (Service) to allow the new Principal the opportunity to fill the post.

The Committee also received a self-assessment summary from the Principal in this his final full-year of service and reviewed his objectives for the remainder of his term, namely,

- To guide the institution academically and financially through the transitional period as the country and the sector emerges from the shadow of COVID-19.
- To assist induction of his successor, ideally working with them for a period before they take up the reins.
- To ensure the ethos and values of 2029 around a civic, service orientated university with the highest tradition of equity and fairness continues to epitomise King's.

Dr Angela Dean  
July 2020

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**King's College Council**

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**Meeting date** 15 July 2020

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**Paper reference** KCC-20-07-15-14.1

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**Status** Final

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**Access** Public/Members and senior executives

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**FOI release** Subject to redaction

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**FOI exemption** None, subject to redaction for commercial interest or personal data

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## KCLSU Impact Report

### Action required

- For approval
- For discussion
- To note

### Executive summary

Attached is the report of the KCLSU sabbatical officers 2019/20. At the beginning of their tenure, the KCLSU Sabbatical Officers presented their priorities to the members of the College Council. This report provides an update on these priorities.

# KCLSU Officers' Report for KCL College Council 2019/20



## Executive Summary

At the beginning of their tenure, the KCLSU Sabbatical Officers presented their priorities to the members of the college council. This document provides an update on these priorities, so that college council is aware of the progress that is being made.

## Officer Updates

This update is provided in two key sections, as to demonstrate the state of each project and actions being currently taken, and to highlight the work done by the officers in light of the current Coronavirus (COVID-19) pandemic.

1. Officer Projects: Projects each officer undertook as part of their objectives and manifesto.
2. Coronavirus (COVID-19) Response: Projects and actions led by the officers with support from SMT and KCLSU due and as a response to Coronavirus (COVID-19).

Written by



**Shaswat Jain**  
President



**Nafiza Mamun**  
Vice President  
Postgraduate



**Gurbaaz Gill**  
Vice President  
Education  
(Arts & Sciences)



**Nakul Patwa**  
Vice President  
Activities &  
Development

# SMT Updates

On Thursday 28th November, KCLSU President Shaswat Jain and King's College London Principal Ed Byrne signed an agreement outlining how KCLSU and King's will work together this academic year to make sure every student at King's has the best possible experience at University.

The principal also took a tour of the union spaces and spoke to students, KCLSU staff members and the officers about their aims this year, and how King's can help support them further.

**Table 1: KCL and KCLSU Relationship Agreement**

No.	Topic	Statement of Commitment	Key Outcomes
SM1	Improve support and opportunities from KCL Careers & Employability Service	We will work with KCL Careers & Employability Service to improve visibility and look to broaden and increase services to ensure students leave University with the employability skills they need to thrive in today's workplace.	Create more student opportunities for part-time, short-term jobs Host a part-time 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 to support student staff at KCLSU to reflect on the key skills they develop whilst working at KCLSU
SM2	Increased mental health support	We want to create a community where mental health support is embedded in every student's experience which allows them to thrive no matter their background.	Increased funding to go into counselling and wellbeing services to strategically expand the reach of support. Where this money will be spent will be defined by students and service providers by early 2020. Train at least 25% of KCL and KCLSU frontline staff to be able to support students who are experiencing mental health difficulty whilst supporting themselves and each other through this. To fund a role in KCLSU to explore and pilot a central peer support programme in partnership with students to embed good mental health and wellbeing
SM3	Campaign to de-colonize the curriculum and liberate education at King's	We acknowledge that not all learners are currently included at King's and we want to make meaningful progress to locate and take down structural barriers to education and ensure that every student experiences a truly accessible education at King's.	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.
SM4	Student Voice and Representation	Work with the Education & Student Function to oversee the implementation of the recommendations as listed in the audit finding report.	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.

# Officer Projects

**Table 1: President – Shaswat Jain**

No.	Project	Objective	Impact
SJ1	Careers and Employability	Worked closely with the KCL careers team and developed a close partnership with them to improve career support and opportunities to students.	We have started to provide community specific part-time jobs for our students. We have also worked to increase engagement of students with the careers team by jointly running campaigns to increase awareness of all services available to students.
SJ2	Equality, Diversity, and Inclusion Forum Group	Forum with KCL to improve equality, diversity and inclusion; aiming to make policies that are more inclusive on campus.	Co-Chair of the newly formed EDIF group with Sarah Guerra. Our first crucial piece on Religion and Belief was completed.
SJ3	Volunteering	Use volunteering to provide a meaningful experience and to allow students to make an impact in their communities.	A unified and central volunteering body has been proposed and agreed between KCL and KCLSU to offer greater flexibility and embody the values of both organisations.
SJ4	Slice the Price	Improve the fee payment options self-funded students have access to and create more flexible options.	A policy to offer flexible fee payment options for self-funded students has been agreed and is currently being worked on operationally. This will allow students with financial difficulties to pay their tuition in more instalments (currently 2 instalments are used and students are not aware of all support options offered by university).
SJ5	Erasmus+	Represented the university in “Youth at work” conference and built meaningful connections with other charities and not-for-profit organisations across Erasmus+ countries.	We are currently adopting best practises from them to utilise the union resources efficiently. We are also preparing to look at funding resources from the government funding received by the group.
SJ6	Bush House Report		Worked with the college through the tender process in the community building exercise where we appointed the Tavistock Institute which is currently in process to implement the key recommendations from the Gibbs Report.
SJ7	Plus Alliance	Strengthened the collaboration with Arizona State University and University of New South Wales as a part of the Plus Alliance collaboration.	We have developed the framework for a youth leadership program among the three universities. This has been developed in alignment with the objectives of Vision 2029.

# Officer Projects

**Table 2: Vice President for Education (Arts and Sciences) – Gurbaaz Gill**

No.	Project	Objectives	Impact	Work Done
GG1	Scrap the Cap	<p>Reviewing the late submissions cap policy at King's.</p> <p>Working on a more equitable, fair and sector-compliant policy for late submission cap on assessment marks.</p> <p>Putting forth a proposal to amend the current policy.</p>	<p>Student satisfaction will be directly impacted, as there have been campaigns in the past that have proposed amendments to the policy.</p> <p>Promotion of "assessment for learning"</p> <p>Direct impacts on inclusivity, as current policy non-inclusive of student parents, working students and others.</p> <p>Brings King's in line with sector and mitigates potential disadvantage of harsh marking.</p>	<p>Worked in collaboration with King's Academy on a joint paper, which was presented to ASSC.</p> <p>ASSC sanctioned working group to look into the implications, sector policies, feasibility, alternative proposals, technical aspects etc.</p> <p>Co-chaired working group along with Jayne Pearson.</p> <p>Worked to look at faculties individually and how the policy was realized in each faculty, what the implications are, and alternatives.</p> <p>Work pending due to coronavirus, but presentation due to ASSC in September.</p>
GG2	Mental Health	<p>Understanding the current provisions of mental health services and the reasons for high wait times to see counsellors.</p> <p>Address the inadequacy of King's Mental Health and counselling services.</p> <p>Development of peer-support services that could assist relieving the load on counselling.</p>	<p>Direct impact on student satisfaction.</p> <p>Direct impacts on wellbeing and health of students.</p>	<p>Part of the relationship agreement between KCLSU and the university to add importance to the rising levels of mental health issues among students.</p> <p>Met monthly with mental health and counselling teams to understand current landscape and climate.</p> <p>Worked with students and education to allocate funds to faculties for including a wellbeing officer for triage.</p> <p>Worked with mental health, counselling to understand space, and funding requirements for services.</p> <p>Suggested providing services online, this has been accelerated by COVID19.</p> <p>Currently a fully online service being provided and options being explored to provide an in-person service along with an online service in the aftermath of the pandemic.</p>
GG3	Sustainability	<p>Improving awareness about sustainability at King's and the steps that have been taken to become more sustainable. Working with King's to accept key principles of sustainability and develop a culture of sustainability.</p> <p>Improving accountability of practices concerning sustainability.</p>	<p>Students more aware of the sustainability practices at King's and empowered to hold the university accountable.</p> <p>A sense of pride and awareness induced among students.</p> <p>Impetus granted to immediate and long term effects of climate change.</p>	<p>Worked with King's Sustainability to gather different student groups dedicated to sustainability and work on a forum for collaboration for these groups.</p> <p>Worked with Service directorate and King's sustainability to develop a paper for the academic board advising on offsetting the travel of academics.</p> <p>Worked on a campaign with different student groups but work stalled due to recent developments.</p> <p>Worked on Sustainability Week along with sustainability champions and king's sustainability.</p>
GG4	Decolonising the Curriculum	<p>Acknowledgement of the need to diversify the curriculum to include themes from international, marginalized cultures.</p> <p>Working to understand current resistance that exists in the sphere for diversification.</p> <p>Establishment of a forum to explore methods of diversification.</p>	<p>Richer curriculum, more reflective</p> <p>Direct impacts on inclusivity.</p> <p>More accurate worldview, doing away with a "white" lens of the world.</p> <p>Much needed acknowledgement given to cultures that have hitherto been deemed as insignificant.</p>	<p>Picked up work post resignation of VPEH.</p> <p>Worked on the establishment of the forum for debating principles of decolonisation across the college with VP international.</p> <p>Met with various Vice Deans of Education to explore opportunities to decolonize and diversify.</p> <p>Working on a diversification toolkit for faculties, work currently stalled.</p>

# Officer Projects

**Table 3: Vice President for Activities and Development – Nakul Patwa**

No.	Project	Objectives	Impact
NP1	Nap Pods	Bring new Nap-Pods to other campuses, as students loved the Nap-pods at the Waterloo campus brought on by my predecessor.	Through talking to the university, I managed to quickly bring the nap pods to two new campuses: 2 in Chapters Café Strand and 2 in the Meadow Bush House SE Wing. The university has also promised 2 more nap pods for Guys campus (stalled at the moment due to COVID-19).
NP2	Hindu Prayer Room	Students had asked for a Hindu Prayer Room on campus that they can use.	Got a space approved for the prayer room in the Guys Campus- New Hunts' House. King's will be the first UK university to have a dedicated Hindu Prayer Room on campus.
NP3	Internationalisation Fund	Provide funding throughout the year for students Boost the knowledge and importance of Internationalisation within the King's student community.	Introduced a new fund in partnership with KCL International department. The only fund available throughout the year for student groups, societies, sports clubs and networks to promote Internationalisation
NP4	Calisthenics Gym	Students showed an interest in having an outdoor gym specifically for calisthenics	Through conversations with King's Sport and Estates and Facilities, I managed to get the calisthenics gym approved for Guy's Campus (currently stalled due to COVID-19).
NP5	Varsity fixture on campus	Improve visibility and accessibility of sports clubs by hosting fixtures on campus	Successful in having at least one fixture- Pole fitness on campus in Bush House, increasing accessibility for students and business for King's Venues (most were cancelled due to COVID-19)
NP6	KCLSU Development Fund	Improve students' awareness and understanding of the development fund	Worked with KCLSU Activities team to create content (video tutorials) to make the application process easier and more successful for students
NP7	University Challenge	Students showed demand for a University Challenge audition – the event reaches a big audience of students not usually engaged with the union	Hosted the University Challenge Auditions and helped to get the winners into the TV show

# Officer Projects

**Table 4: Vice President for Postgraduates – Nafiza Mamun**

No.	Project	Objectives	Impact
NM1	KNOW – An End to Domestic Violence (in collaboration with Queen Mary Students' Union)	Raising awareness of the prevalence of domestic violence across students, understanding the different forms of abuse and signs and understanding the difficulties of leaving an abusive relationship Take a public stance against domestic violence on and off campus in any form of relationship Take action right now and ask Universities to provide support to student survivors and/or victims of domestic violence and learn to be an effective bystander	Held various events and activities during the UN and other charities' '16 days of action against domestic violence' from 25th November to 10th December 2019. <ul style="list-style-type: none"> <li>Events include: craftivism in Bush House to provide recommendations on what universities can do to support student victims of domestic violence, videos and blogs to raise awareness on domestic violence and support mechanisms.</li> <li>Film screening and charity panel members' Q&amp;A across King's and Queen Mary.</li> </ul> Created an extensive document outlining all the details about domestic violence, including what is domestic violence, signs of abuse, forms of violence and support mechanisms. Had multiple discussions with different staff members at the university to discuss support mechanisms for victims of domestic violence, resulting in having an updated policy on victims and perpetrators of domestic violence for staff and students
NM2	Sleep and Wellbeing	Promote the importance of sleep and promote wellbeing amongst students at King's	Designed and created bookmarks with infographics of the importance of sleep to hand out to students in wellbeing goody bags and available to pick up across multiple hubs desks Sought help from Greenwich Students' Union and created a wellbeing checklist, which will be implemented during 20/21 Welcome period to ensure newly arriving students have a smooth transition into university Hosted a variety of events to promote wellbeing to students, as outlined in Postgraduate Engagement section
NM3	Postgraduate Funding	Implement a 3rd instalment payment for all students, including Postgraduate and self-funded students. Lobby the university to provide more scholarships and bursaries for students, including postgraduates and provide transparency over the means testing that KCL does. Provide more transparency and support for the cost of postgraduate courses Provide more transparency and support for surprise costs for all students for the duration of their studies	Created a campaign called KCL Go Fund Yourself, with the aims of lobbying to provide the funding accessibility, including postgraduate students Conducted a survey to find out in detail about the funding and financial difficulties of students during their studies Worked on the implementation and administrative content for the Alumni Discount for PGT courses, which will be implemented from 20/21 all King's alumni at a 10% discount Lobbied for a 3rd instalment with senior members of the university alongside the President, which is available for students in cases of emergency
NM4	Postgraduate Mental Health	Increase postgraduate student mental health awareness amongst the King's community Provide further and focused mental health support to postgraduate students	Carried out research by interviewing 18 postgraduate students, with a combination of masters and PhD students. Included questions about their experience at King's and the impact of it on their mental health. Discussed and presented the findings with counselling and mental health services Lobbied for more mental health provision for students, including postgraduate students Hosted various wellbeing sessions, as explained in Postgraduate Engagement section
NM5	Postgraduate Engagement	Working with KCLSU societies and staff to create more activities and events for postgraduate students to attend	Hosted a variety of events throughout the year for postgraduate students and sometimes for all students, which include: <ul style="list-style-type: none"> <li>PG Board Games and Pizza night in collaboration with KCL board games society</li> <li>PG coffee morning across multiple campuses, including virtually during CoVid-19</li> <li>Wellbeing craftivism, such as bath bomb making workshop</li> <li>Virtual cooking lesson during Take Time In</li> </ul> There were plans to host a Postgraduate food festival, which unfortunately had to be cancelled due to CoVid-19

# Officer Projects

## Page 10 – Additional Officer Team Projects

No.	Project	Objectives	Impact
AP1	PLuS Alliance Leadership programme	<p>Work in partnership with student representatives of Arizona State University and University of New South Wales to develop a Global Leadership Programme for students</p> <p>Aim of the program is to create engaged leaders who would leverage the resources of the 3 universities to solve problems of the world, in a local context.</p> <p>Working out all aspects of the program such as structure, funding, application, content, skill development etc.</p>	<p>Designed an initial planning of a Global Leadership Programme, to be carried on by KCLSU, ASU and UNSW in Sydney</p> <p>Trained on complex problem solving skills to apply for the development of the programme</p>
AP2	Circle-U. /Circle-U. Students' Union	<p>Represent King's College London in Circle-U. European Alliance as student representative, co-coordinated by Funmi Olonisakin and Tania Lima</p> <p>Furthering the collaboration between 7 European Universities.</p> <p>Establishing principles, terms of reference and schedule of business for a Europe-Wide Inter-university students' union.</p> <p>Working collaboratively to find solutions faced by students across Europe, accounting for regional implications.</p>	<p>Attended a student seminar in Oslo as a student representative to review and discuss the mission statement and commitment made by members of Circle-U.</p> <p>Co-created a students' union in partnership with student representatives of university members of the European Alliance.</p> <p>Building strong relations across borders in an uncertain time.</p> <p>Adopting best practice and enhancing our own global mobility.</p> <p>A rich pool of resources to delve into for global problem solving.</p> <p>Principles of the collaboration, schedule of business, terms of reference established over many virtual and 2 physical meetings. Work due to be presented to the Circle U board.</p>

# Officer Projects

The unprecedented situation caused by Coronavirus (COVID-19) this academic year presented King's, KCLSU and the students with a variety of new challenges and issues.

## Page 11 – Coronavirus (COVID-19) Officer Response

No.	Project	Objectives	Impact
OT1	Residences	Worked actively with Residences to ensure students were being provided support. Worked with Residences to ensure students self-isolating were provided with enough pastoral support.	Advocated for the cancellation of contracts where residents had left the rooms. Ensured that events were safely handled to engage students in Residences. Worked to provide feedback on the new residence booking system Worked to connect Residences with Mental Health and Counselling services to provide priority appointments to students in residences.
OT2	Examination and Assessments	Part of the Exams and Assessments Workstream and worked with colleagues to establish principles for exams and assessments Worked on Teaching Workstream to establish teaching principles of next term	Worked with Joy Whyte to get the university to understand individual circumstances of students deferring to examination period 3, and provide provisions appropriately. Exploring bringing students who have non-conducive home environments for examinations onto campus in the August examination period.
OT3	Lab Provisions	Working with senior academics from the university to establish principles for lab work in the next semester.	Working to understand the different services that can be used to meet requirements of different faculties and specialized provisions for students. Working to define approaches of faculties towards labs. Co-authored paper for academic strategy group.
OT4	International Students	Work with KCLSU and King's to support international students in this tough time and ensure they consider returning to King's. Part of the International Profile and Reputation working group. Worked to envision a 'remote' sense of community	Input provided on pre-sessional programs, global mobility, study abroad. Worked on concerns being raised about international student fees for next year (frozen) and to provide students with options for missed year abroad. Ongoing work on micro-campus and remote delivery with institutions. Worked on joint paper with Global Mobility to present at international students working group.
OT5	KCLSU Internal work	Worked towards aligning KCL and KCLSU approach.	Assisted trustee board in making key decisions about finances, approach, furloughing, digital, and elections Assisted CEG on delivery of key objectives. Worked with student voice team on KCLSU survey and presented the survey to ASSC Working with the Estates and Facilities working group and assisted KCLSU approach
OT6	20/21 Digital Provision	Discuss how lectures, classes and events will be provided digitally in the next academic year.	Working with CTEL on digital skills and provisions for next term.
OT7	Academic Strategy	Working actively on the academic strategy for 20/21	Assisting academics in defining approach faculty wide. Actively working on institution and operationalization of the safety net.
OT8	Coronavirus Student Survey	Find out what has affected students the most in the pandemic and what actions they'd like to see from KCLSU and King's	Were able to mobilise a student survey with good participation and informed various documents of the college, such as the education strategy.

# Officer Projects

OT9	The Alumni Discount	Introduce a 10% discount for King's alumni progressing to PG courses.	The project had been previously endorsed by the SMT earlier but there were certain bottlenecks that were being experienced in the operationalisation; however, we were able to steer it through.
OT10	Safety Net (UG)	Establish an assessment Safety Net so students and their grades were not disadvantaged due to Coronavirus.	Were able to work with the university on the safety net for students.
OT11	Vulnerable students	Ensure vulnerable students were not disadvantaged further by the current situation.	Working with the university consistently for the benefit of vulnerable students, we worked hard so that students who deferred exams to the August examination period were contacted and their personal circumstances were understood.
OT12	Lab provisions		Informed the guiding principles for the next academic year with regard to lab work.
OT13	Sanitizers on campus in February	Early action to protect students from COVID-19 and ensure they felt safe on campus.	As soon as Covid-19 began spreading, the government advice was to have sanitizers and hand washing promoted. We quickly acted on this by having wall-mounted sanitizers in place around all the SU Spaces as well as King's Residences.
OT14	PG Safety Net	Worked on lobbying for a better provision of the safety net put in place during CoVid-19 for students for Postgraduate Taught students after a mass complaints from PGT students, which include: In students' views, the "retrieval" or "U-turn" of the safety net for PGT students as opposed to UG students Unfair application of safety net as it was only 2% grade classification upgrade that was applied as a "token of gesture" The miscommunication and lack of communication to the students Delayed announcement of the PGT safety net provisions	Surveyed 500 PG students on their thoughts and feedback on the college's PG Safety Net; Met with the college on a couple of occasions to argue for a better provision and support for PG students in accordance with the feedback provided. Created a KCLSU Supported campaign to ensure students' voices on the matter are being heard (ongoing, information correct as of 9/6/20)
OT15	Remote Exam Support	Worked with Advice team to provide students with exam and assessment tips during this time	Officer tips on exams and assessments in the form of videos and infographics over social media, focusing on studying during Ramadan as well as in lockdown.

# KCLSU 2025 Strategy

Over 12 months, over 3300 KCL students came together with staff from KCL & KCLSU to create a new strategy for KCLSU. Covering a six-year period the strategy is unique because student needs are its starting point.

Our vision sets out the long-term future we want to see and our mission talks about what we will achieve in the next 5 years.

## Mission, Vision & Values



## Representation – Students who have the power to make change

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### Advice

We advised and supported over 1550 students and trained 40 student volunteers during academic year 2018/19. We also fully transformed our service in a matter of days in the 19/20 academic year as Coronavirus (COVID-19) meant that students could no longer come in to speak to us.

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### Elections

8045 students voted in our KCLSU Elections over 18/19, which is the largest turnout we have ever had.

The 19/20 Spring Elections saw us reaching 15,900 students and almost 5% of the King's population engaged actively on social media. By-elections for the Post Graduate Officer post saw the highest number of candidates in more than five years.

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Established a new research bureau in KCLSU to ensure all officer campaigns and projects are evidence based.

## Futures – Students who are involved in shaping their future

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We put over £700,000 back into student's pockets and fostered their skills by providing them opportunities to work at KCLSU.

We ran a careers fair in conjunction with the KCL Careers team in March on campus at Bush House, helping students find the next steps in their journey.

Received a record breaking 2,900 nominations for the 19/20 KCLSU Awards.

## Connections - Students connect to us and each other openly

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In our annual survey, **60% of KCL students reported making friends and connections through KCLSU, and agreed that KCLSU has had a positive impact on their sense of belonging at King's.**

We responded to over 50,000 enquiries through our KCLSU Hubs across four campuses including our newest space in Denmark Hill.

We raised a record-breaking £724,694 through our website alone - the majority of which went straight into our student clubs and societies.

Our Welcome app saw almost 5466 further downloads and was used more than 14 times on average by each student than in the previous year. Next year we will be launching a KCLSU app that will help students engage in KCLSU activities as King's moves to more digital learning.

Grew the membership of our 300+ student groups by increasing our investment into them by 14% to £2.3 million

## Social Experiences

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We made sure all new students at King's had many opportunities to engage with KCLSU through our welcome events and fair with the majority of respondents in our annual survey reporting to have been to a KCLSU event during the welcome period.

We grew our commercial income by 24% putting us on a more sustainable funding position as an organisation.

We saw 6234 students engaged in KCLSU wellbeing events and initiatives.

In two weeks, we transformed our annual Take Time Out project through remote delivery, turning it to Take Time In. The project reached over 18K users on our Facebook and more than more than 2600 page views in one month, providing 58 events online during April and May and resources to students. More than 15 departments at King's and KCLSU were involved.

# Moving forward

The next academic year will present some exciting and challenging times as we work out how to best support our students throughout the Coronavirus (COVID-19) pandemic and ensure that we are still providing the same level of representation, support and high quality of services we always aim to give our students.

In July 2020 we will welcome our new elected KCLSU Officers, who are:



**Salma Hussain**  
President



**Asma Khan**  
Vice President  
Education (Health)



**Heena Ramchandani**  
Vice President  
Postgraduate



**Tasnia Yasmin**  
Vice President  
Welfare &  
Community



**Vatsav Soni**  
Vice President  
Education  
(Arts & Sciences)



**Niall Berry**  
Vice President  
Activities &  
Development

You can find out more about their manifestos [here](#)



<b>King's College Council</b>	
<b>Meeting date</b>	15 July 2020
<b>Paper reference</b>	KCC-20-07-15-14.2
<b>Status</b>	Final
<b>Access</b>	Public/Members and senior executives
<b>FOI release</b>	Subject to redaction
<b>FOI exemption</b>	None, subject to redaction for commercial interest or personal data



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## KCLSU/King's Memorandum of Understanding

### Action required

- For approval
- For discussion
- To note

Motion: That the revised Memorandum of Understanding between King's College London and the KCLSU be approved.

### Executive summary

Council's oversight of the KCLSU is governed by the Code of Practice mandated under the Education Act. The Memorandum of Understanding provides a level of detail below that, covering such matters as assignment and use of space, finance, use of the College's trademarks, health and safety considerations, communications, etc. It is reviewed on a regular basis. This most recent update is largely editorial, mirroring changes made to the Code of Practice in January.



# King's College London's Memorandum of Understanding with King's College London Students' Union

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*Effective date: 1<sup>st</sup> August 2020*

Received and Ratified by KCLSU Trustee Board

Received and Ratified by King's College Council

Next Formal Review May 2021

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Signed on behalf of King's College London

Signature: .....

Name: .....

Position:.....

Date: .....

Signed on behalf of King's College London Students' Union

Signature: .....

Name: .....

Position:.....

Date: .....

MoU v1.8 final for 2020/21 – for review by KCL Council on 15<sup>th</sup> July 2020 before agreement by KCLSU Board on 22<sup>nd</sup> July 2020 and then signing by KCL.

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**APPENDIX 1** Memorandum of Understanding – general policy of Council in relation to the exercise of powers under the KCL Charter

**APPENDIX 2** Education Act 1994 - Code of Practice

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**APPENDIX 4** Summary of Schedule of Space Occupied

**APPENDIX 5** Health and Safety

**APPENDIX 6** Data sharing agreement between King’s College London and King’s College London Students’ Union

**APPENDIX 7** Table of escalation

**King's College London**  
**Memorandum of Understanding**  
**[incorporating financial memorandum]**  
**with KCLSU**

**1 DEFINITIONS**

“KCLSU” – King’s College London Students’ Union (CRN: 5762196);

“Chief Executive” – the Chief Executive of the KCLSU appointed by the KCLSU Trustees under section 9 of this MOU;

“the College” – King’s College London founded by Royal Charter granted on 14 August 1829 as amended on 13 May 2009 or its successor;

“MOU” – the Memorandum of Understanding between the College and KCLSU; this document;

“the Council” – the governing body of the College;

“Articles” – the Articles of Association of KCLSU; considered as the KCLSU constitution for the purposes of the Education Act 1994;

“President” – the Officer Trustee elected by the members to be the president of the Students’ Union;

“bye-laws” – the bye-laws made by the Trustees from time to time in accordance with Article 55 of the Articles;

“governing documents” – the Articles and bye-laws of KCLSU;

“members” - members of the Students’ Union being Students at King’s College London and / or associate members as defined in the Articles and Bye-Laws

“KCLSU Trustee(s)” – the Officer Trustees, the Student Trustees and the Non-Student Trustees each of whom is a director as defined in the Companies Act 2006 including any statutory modification or re-enactment for the time being in force, acting as the Board of KCLSU;

“sub-committees” – the sub-committees of KCLSU founded through the Articles, bye-laws and other documentation established from time to time by the Trustees; these committees receiving delegated powers from the Trustees;

“student activity groups” – clubs, societies, campaigning groups, volunteering groups and projects, representative associations, student media groups and other student groups as recognised within rules laid out in the governing documents of KCLSU and other documentation as decided by the Trustees from time to time;

“Principal” – the President and Principal of KCL.

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## 2 INTRODUCTION

- 2.1 Under the powers granted by the Articles KCLSU is recognised by the College as the sole Students' Union of the College as defined in the Education Act 1994.
- 2.2 KCLSU represents the students of the College. KCLSU exists to advance the education of students of the College as laid out by the objects in the [Articles](#).
- 2.3 Unless other bodies or officers are specifically referred to below, the College acts by and is represented by the Council.
- 2.4 The aim of this MOU is to set out, under a number of heads of agreement, agreed policy on issues of common concern both for KCLSU, its members, its trustees, its administrative staff; and the College so that a clear working relationship between the two is established.
- 2.5 The Council hopes that this MOU will contribute to maintaining the excellent relationship between the Council and KCLSU and between College officers and KCLSU trustees which is in the interests of the College and of its students and that KCLSU will continue to contribute to the College Mission and strive for the degree of excellence in its activities which is an explicit part of the College Strategic Plan.
- 2.6 The Heads of Agreement within this MOU relate to the current situation. Any changes to this document required to reflect the changing needs of the College or KCLSU shall be as a result of full consultation with KCLSU and as finally determined by the Council.
- 2.7 This MOU will be effective from 1<sup>st</sup> August 2020 until such time a new MOU is agreed.

## 3 THE STATUS AND RELATIONSHIP BETWEEN KCLSU AND THE COLLEGE

- 3.1 The College is a chartered corporation, i.e. it has the powers of a person of full legal capacity and is subject to common law and statute.
- 3.2 KCLSU is a company limited by guarantee and not having a share capital registered under company number 5762196; as incorporated and defined by the Articles. It is also a registered charity number 1136729.
- 3.3 KCLSU shall conduct and manage its own affairs in accordance with the governing documents as agreed by the Council and the KCLSU Trustees.
- 3.4 The general policy of the Council in relation to the exercise of its powers is detailed in [APPENDIX 1](#) to this MOU. In this Appendix the Council affirms its commitments to the self-government and autonomy of KCLSU under its own governing documents consistent with the law and with the Council's obligations.
- 3.5 In recognition of its responsibilities in particular as a result of the Education Act 1994, Part II, the Council has approved a Code of Practice attached as [APPENDIX 2](#)

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to this MOU. This MOU follows from the Code and should be read in conjunction with it.

- 3.6 The Council and KCLSU note that the College is the sole corporate member of KCLSU as defined by and with voting rights as specified in sections 8.1.3 and 22.2 of the Articles, respectively.

#### **4 MANAGEMENT, ACCOUNTABILITY AND THE LAW**

- 4.1 The Principal has the discretion to confer student status on the Officer Trustees as defined in the Articles.
- 4.2 The College Council has appointed the Executive Director of Students and Education or designate to oversee the electoral procedures of KCLSU, and in accordance with the bye-laws a Returning Officer, independent both of KCLSU and the College shall be appointed annually by agreement between the College and KCLSU.
- 4.3 The Council, on recommendation of the KCLSU Trustees, reserves the right to appoint representatives to the KCLSU Finance and Audit sub-committee and to the Governance and Policy sub-committee, or equivalent committees as determined by the KCLSU Trustees.
- 4.4 KCLSU is obliged in all respects to act in accordance with the Charter, Statutes and Regulations of the College and to comply with all College rules, procedures and codes of practice and any government legislation relating to its activities and operations. The KCLSU Trustees agree to ensure KCLSU complies with such rules, procedures, codes of practice and legislation. College officers will provide advice as necessary to facilitate compliance in the best interests of the College.
- 4.5 The KCLSU Chief Executive will immediately inform the Senior Vice-President (Operations) or designate of any legal proceedings taken, threatened or proposed against KCLSU; and of any situation that may give rise to a claim by or against KCLSU. The KCLSU Chief Executive, on behalf of the Trustees, will discuss with the Senior Vice-President (Operations) any intention of KCLSU instigating legal action against another individual or legal entity prior to commencing such action; and whether any such action will proceed in a way that would damage the interests or reputation of the College.
- 4.6 KCLSU will comply with all data protection legislation, including the General Data Protection Regulation and any related College policies and procedures in accordance with APPENDIX 6.

#### **5 ALLOCATION AND MANAGEMENT OF STUDENT AREAS**

- 5.1 KCLSU will be provided with certain premises fit for the general furthering of its purpose and objectives, as laid out in the Articles, together with other areas in the College where KCLSU may carry out trading activities. The College is not bound to provide any fitting out of such space.
- 5.2 The College will endeavour to preserve the areas used for student activity. However, the College may, after consultation with KCLSU, having given a reasonable notice period which for the purposes of this agreement will be at least twelve months (unless changed by mutual agreement between the College and KCLSU) alter, withdraw or limit the use of such areas if it deems it reasonable to do

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so. In such cases, the College will use its best endeavours to find suitable alternative space within such reasonable notice period. Any requests by KCLSU, its student activity groups and other affiliated bodies, for the allocation or use of additional space in the College, which is not part of an academic department or listed at APPENDIX 4, should be made through the President or KCLSU Chief Executive to the appropriate College officer as the Principal may designate.

- 5.3 The premises are the management responsibility of KCLSU. Detailed responsibilities are defined in APPENDIX 3 to this Memorandum. KCLSU will obtain the permission of the College authorities on any proposed alterations and improvements to the premises in accordance with the Heads of Terms set out in Appendix 3. Such permission will not be unreasonably withheld.
- 5.4 KCLSU will comply with statutory requirements regarding improvements and developments of space and with the Financial Regulations of KCLSU and the College. Where the College and KCLSU jointly occupy buildings, the costs associated with such improvement and development works will be apportioned between the College and KCLSU on a mutually agreed basis, such as proportion of space occupied.
- 5.5 KCLSU and its student activity groups will be permitted use of other areas in the College by agreement and subject to availability for social, recreational, educational, cultural and sporting activities, such areas remaining the management responsibility of the College. Student activity groups will complete the necessary forms, will adhere to KCLSU procedures for approving the booking of rooms and College procedures set out in the College's Room Booking with External Speakers Policy.
- 5.6 Where KCLSU is allowing use of its premises, or facilitating the use of university premises to student Activity Groups, events that the general public will attend or external hire to outside organisations, the requirements of the [College's Code of Practice](#) for meetings held on College premises, this MOU and other relevant College policies and procedures will be met by KCLSU. In addition, KCLSU is responsible for implementing the rules governing posters, notices, temporary signs and the distribution of literature on KCLSU premises and where student activity groups are using other College spaces.
- 5.7 The use of KCLSU facilities/external venue hire by members of the public may raise issues of liability for KCLSU and for the College. Therefore, access to and use of KCLSU facilities/venues by members of the public should be considered carefully before permission for such access or use is granted. The KCLSU Trustees will ensure appropriate insurance cover prior to allowing such use and the Chief Executive and their designated staff will ensure such procedures are enacted.
- 5.8 KCLSU will comply with the terms of any relevant licenses held by the College when making use of licensed College spaces for student functions. Those areas, which are identified for use primarily or solely as areas for student functions, may be let by KCLSU to its student activity groups and outside organisations on the understanding that they abide by College policies, procedures and codes of practice. The College will from time to time review and determine those areas of

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the College that are occupied and managed by KCLSU to enable KCLSU to fulfil its objectives as laid out in this Memorandum of Understanding and KCLSU Articles.

## 6 RULES GOVERNING THE USE OF SPACE

- 6.1 KCLSU and its student activity groups shall be subject to controls on their use of space similar to those imposed on the College's faculties, schools and departments. In particular it is the responsibility of KCLSU to ensure that the premises allocated to it by the College are maintained in a safe and compliant state and operated in accordance with good practice. KCLSU will ensure that all student activity events that involve external speakers, will comply with [King's](#) and [KCLSU](#) External Speakers Policies and that suitable and sufficient risk assessments are carried out to ensure safe running of the events. KCLSU will ensure that King's staff are informed as and when required.
- 6.2 Whilst the Council's Estates Strategy Committee has the ultimate right to approve the proposed change of use of the College space, the College recognises that it is for KCLSU to determine its own priorities in the use made by it of the space allocated for its use provided that, in the Estates Strategy Committee's view, such use relates to activities that may be properly carried out by KCLSU and are in accordance with the College's interests and reputation. These may include the provision of various services to its members on a commercial or partially commercial basis either directly or (subject to proper arrangements to protect the College's position) through agreements with suitable commercial undertakings except that KCLSU will not permit third parties to occupy space or facilities without the written permission of the College. Permission of the Senior Vice-President (Operations) (or their appointee) shall also be required for any use of College accommodation for extra-Collegiate purposes.
- 6.3 Under no circumstances will KCLSU enter into an agreement to dispose of any interest in College premises (by lease, license or any form of agreement, written or verbal). The College will act as landlord in all such cases.
- 6.4 The allocation and use of space, and any changes to these, shall be subject to the College's rules and procedures, including the College's Regulations on the Use of College Buildings. Applications must be submitted via the Directorate of Estates and Facilities to the Estates Strategy Committee, or such sub-group as the Estates Strategy Committee may designate, for formal approval. No change in the allocation or use of space may be made until such approval has been given.
- 6.5 No negotiations or enquiries of any sort may be entered into by KCLSU with any local authority planning department or any health authority without the prior approval of the Director of Estates and Facilities or their designated nominee to whom any Notice received from such Authority must be passed immediately. The KCLSU Chief Executive will e-mail the Director or their designated representative regarding their intent, and to make a request for approval, prior to the submission of any minor planning applications. The Director of Estates and Facilities will reply within ten working days, failing which the Chief Executive will seek permission from the designated College officer, as decided by the Principal, to make the planning authority application.
- 6.6 As provided in the College's Regulations, the College may use accommodation allocated to KCLSU for examination purposes after due notice, and may use such accommodation for other College functions after consultation between the Senior

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Vice-President (Operations) (or their designate) and the President of KCLSU where suitable accommodation is not available elsewhere in the College. If such use of allocated space will result in loss of income for KCLSU, the College and KCLSU agree to negotiate an appropriate level of reimbursement.

6.7 The allocation, use and modification of space shall be subject to inspection and approval by College officers, as appropriate, including:

6.7.1 **Director of Estates and Facilities** or designate:

- (a) Must authorise all physical alterations to space, other than simple redecoration, in accordance with College Project Management Procedures.
- (b) Must be notified of any change in the allocation and/or use of space so that this can be recorded on the College's database.
- (c) Will exercise control over the repair and maintenance of the fabric of buildings and building services.
- (d) Must be notified of any changes relating to access, control and the security of persons, equipment and buildings.

6.7.2 **Director of Health and Safety Services**

For compliance with fire and health and safety regulations [APPENDIX 5]

6.7.3 **Senior Vice-President (Operations)**

For compliance with legislation and with the terms of this MOU.

The following College Officers should also be consulted about the allocation, use and modification of space as appropriate.

6.7.4 **The Director of Estates and Facilities**

For consideration of sports, leisure, catering and residences issues and for compliance with health and safety legislation. The Director should be notified of changes in direct service provision which may impact upon corporate provision such as new catering outlets for consideration of potential interaction with the College's Catering and Conference operations.

6.7.5 **The Director of Finance**

In connection with insurance requirements, value for money studies and financial advice.

In areas under the management control of the College which are used for student activity, KCLSU shall not permit any alterations to the internal structure or décor, other than the temporary displacement of furniture. No games machines, video games or like equipment may be installed in these areas without the permission of

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the Director of Estates and Facilities or such other officer as the Principal may designate.

- 6.8 KCLSU shall be responsible for notice boards at designated locations across the College’s campuses. KCLSU will take steps to ensure that all notices posted on these notice boards include an English translation if written in any foreign language (such translation to be in the same size typeface as the foreign words) and do not include racist, sexist or otherwise offensive language or images. In addition, KCLSU is responsible for ensuring that posters, notices, temporary signs and literature distributed in KCLSU premises, or produced by KCLSU sanctioned clubs and societies comply with the above rules.

<b>Campuses</b>	
Strand Campus – Main College Corridor	3 Large Boards
Strand Campus – South East Wing & Undercroft Bush House buildings	13 Boards
Strand Campus – Chesham Building	1 Board
Guy’s Campus – Old Guys House East Wing and West Wing	10 Boards
Guy’s Campus – New Hunts House	2 Boards
Guy’s Campus – Henrietta Raphael	2 Boards
St Thomas’ Campus	3 Boards
Denmark Hill Campus – Penthouse	4 Boards
Denmark Hill Campus – Weston Education Centre	1 Board
Waterloo Campus	2 Boards
Maughan Library	2 Boards

<b>Halls of Residence</b>	
Stamford Street	2 Boards
Great Dover Street	1 Board
Wolfson House	1 Board
KCH	1 Board

## 7 IT/TELEPHONE NETWORK

KCLSU agrees to respect and abide by King’s policies and procedures regarding the use of IT and telephone network.

## 8 FINANCE

- 8.1 The Council is required under the Education Act 1994 to take such steps as are reasonably practicable to ensure that KCLSU is accountable for its finances and that the financial affairs of KCLSU are properly conducted, as well as ensuring that arrangements exist for the approval of the KCLSU block grant and the monitoring of its expenditure by the Council.

- 8.2 In addition the Principal has a key role in the financial affairs of the College as a whole, including KCLSU. As the Accountable Officer under the College’s conditions of registration with the Office for Students (OfS) the Principal is responsible and accountable to the OfS and ultimately to Parliament for ensuring that the uses to which the College puts public funds are consistent with the purposes for which the funds were given, as well as responsibility to ensure that expenditure is consistent

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with charity law. KCLSU recognises and accepts the role of the Principal in this respect.

- 8.3 The Council will award an annual grant to KCLSU in the context of its approval of the College's annual budget. The College will review the KCLSU block grant annually in its Planning Round, in consultation with the KCLSU Trustees. Based on this scrutiny in the context of the College's annual block grant, the College will allocate funds to KCLSU by means of a grant. The annual grant will be indexed according to the same inflation assumptions used by the College for its own planning purposes. Additional needs, should they be required, will be subject to separate negotiation. For the avoidance of doubt, KCLSU will no longer pay a space charge. An occupancy charge will be recorded in the Annual Accounts based on KCL's annual space cost calculation, but this will be a non-cash item.
- 8.4 It is noted that for the 2020/21 grant application and funding cycle, and due to the Covid-19 pandemic effect on potential student numbers, that King's and KCLSU agreed to change the calculation for the grant from an agreed amount per student to an inflation based calculation. It is anticipated that for future funding cycles King's and KCLSU will either return to an agreed amount per student, or retain the calculation using inflationary assumptions for the grant application. The decision on the calculation method will be subject to discussion between the KCLSU CEO, the Sabbatical Officers and the King's Senior Vice President – Operations.
- 8.5 As trustees of public money, it is the responsibility of the Council and the KCLSU Trustees to ensure that the funds made available to KCLSU are properly discharged. KCLSU is accountable to the Charity Commissioner for ensuring that the accounting and reporting requirements of the Charities Act 2010 and succeeding legislation are met and will report to Council on that basis. Financial reports of KCLSU should be published annually and made available to the members and the Council. The reports should list donations to external organisations. The procedure for KCLSU's internal allocation of its resources should be written, fair and accessible to the College and the members.
- 8.6 The KCLSU Trustees, on advice from the KCLSU Performance sub-committee, will approve the KCLSU annual budgets. The Audit, Risk and Compliance Sub-committee will report to the College Director of Finance on any fraudulent or irregular procedures in the management of public funds, or those resulting from KCLSU trading activities.
- 8.7 It is the responsibility of the KCLSU Trustees to ensure that adequate insurance cover is maintained for all aspects of the business. The exception to this is insurance cover for buildings which is the responsibility of the College.
- 8.8 Before entering into any borrowing agreements, lease agreements, guarantees or indemnities that may incur contingent liabilities, KCLSU will first obtain the written approval of the College's Director of Finance.
- 8.9 Any improper action by KCLSU or any organisation under the control of KCLSU which results in costs to the College, in particular as a result of 'an official KCLSU occupation', will result in the full costs incurred by the College being recovered

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from the Union by the College by the withholding or reduction of grant as determined by the Principal.

## 9 TRADING ACTIVITIES

- 9.1 KCLSU may operate legitimate trading activities in the College consistent with its purpose and objects within its governing documents. Should it wish to majorly alter the nature of a current trading outlet or introduce a new one it must notify the Senior Vice-President (Operations), or such other officer as the Principal may designate, who will need to determine the space which can be allocated and the terms under which that allocation is made. They will also need to satisfy themselves that the proposed trading activity integrates with the College's own plans for trading outlets.
- 9.2 Should King's wish to majorly alter the nature of a current trading outlet or introduce a new one it shall inform the Chief Executive of KCLSU of the planned changes.
- 9.3 Trading activities where the College and KCLSU hold a joint interest shall be discussed through the relevant operational meetings and where appropriate operational agreements created. This may also include the alignment of respective security and other relevant service arrangements.
- 9.4 The College and KCLSU will endeavour to maintain complementary facilities where both operate discrete catering operations that compete for the same trade.
- 9.5 KCLSU may use any profits received from its trading activities or rental charged to its franchises to fund the pursuit of its Objects as laid out in the Articles.
- 9.6 No premises license application will be made, or license entered into, without the prior approval of the Director of Estates and Facilities, or other College Officer as designated by the Principal. KCLSU will ensure that relevant license law is adhered to in relating to both premises and personal license within the entertainments and license trade activities undertaken by KCLSU.
- 9.7 KCLSU will keep the Director of Estates and Facilities, or other College Officer as designated by the Principal, informed of any planned temporary or permanent proposals that majorly vary the terms and conditions of any premises license held by KCLSU.
- 9.8 KCLSU will be responsible for tax registration, compliance and payment of all taxes including VAT and Corporation Tax as a result of student activity.
- 9.9 King's and KCLSU shall always endeavour to keep open communications wherever possible, and engage with the student officers to ensure that student experience remains a chief consideration for the development of new spaces and opportunities.

## 10 STAFF MATTERS

- 10.1 The KCLSU Trustees shall appoint a Chief Executive of KCLSU, who shall be responsible for ensuring, through appropriate line management procedures, that KCLSU Staff conduct their duties in line with the governing documents of KCLSU and the policies decided by the KCLSU Trustees. KCLSU Staff shall be under the

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direct management control of the Chief Executive, who is in turn directly and solely accountable to the KCLSU Trustees.

10.2 KCLSU permanent employees shall be treated as College Staff for the purposes of access to internal College staff training and development courses, staff discounts and use of College/Guys and St Thomas' (GSTT) childcare facilities. Changes to any processes will be discussed during termly HR Partnership meetings.

## 11 COMPLAINTS

11.1 The governing documents of KCLSU provide for a [complaints procedure](#) for use by students not satisfied in their dealings with KCLSU. Complainants not satisfied having utilised in full the procedures internal to KCLSU, have a right to refer the matter to the College for consideration under the [College's Student Complaints Procedure](#), details of which are published in the Student Guide to the Regulations distributed to all students at enrolment and available on the College's website.

## 12 DISCIPLINE

12.1 The governing documents of KCLSU provide for a [disciplinary procedure](#) in relation to incidents of misconduct. In finalising a decision on whether a complaint remains within the KCLSU process, or is superseded by the College's misconduct process, KCLSU will take account of the outcome sought by the aggrieved student. Serious offences will be reported by KCLSU to the Executive Director of Students and Education before KCLSU action is considered or taken. Any College decision to proceed under the College Misconduct Regulations will normally take precedence and KCLSU proceedings will cease unless KCLSU and the College agree otherwise in writing.

## 13 MEDIA

13.1 All material published by KCLSU, including by student media groups, is independent of the College and no responsibility will be accepted by the College for it.

13.2 Material which is unlawful must not be published. KCLSU is required to ensure this is so. KCLSU (including student media groups) shall also operate in accordance with the NUJ Code of Conduct.

13.3 Any trading activity carried out by student media groups or any other KCLSU media activities will be subject to the same constraints as other KCLSU trading activities.

13.4 KCLSU and the College will share press statements in advance where this is appropriate and when the topic affects both organisations.

13.5 KCLSU, including activity groups, will consult with the College in advance if filming will take place on campus, either at an event or any other activity. Both external Press and Student Media outlets will comply with the [King's Filming Policy](#).

## 14 USE OF THE COLLEGE CREST AND THE "KING'S COLLEGE LONDON" TRADEMARK

14.1 The university crest, university logo and the 'King's College London' title are the property of the College and KCLSU shall have the non-exclusive right to reproduce them without charge for social and commercial purposes, provided that the style of use complies with the conditions that are laid down by the College to protect its property and interests, including those imposed upon it by the College of Arms.

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Any new use of the university crest, university logo and the 'King's College London' title, including their use on internet pages, in registered web domain names and in digital media should be referred to the Senior Vice-Principal (Operations) for approval. Referrals may be delegated to the Head of Corporate Design (contact [brand@kcl.ac.uk](mailto:brand@kcl.ac.uk)) and be satisfied that the proposed use by KCLSU integrates with the College's own use of the crest, logo and title.

14.2 KCLSU remains responsible for the protection of its own trademark and intellectual property.

## 15 HEALTH AND SAFETY

### Summary

To ensure Kings College London Students' Union (KCLSU) and King's College London (King's) fulfil their obligations under the Management of Health and Safety at Work Regulations 1999 and subsequent relevant legislation, both are committed to working together to ensure, through their respective safety management systems, that they will manage their activities to meet statutory requirements. King's will provide advice as necessary to help facilitate compliance.

- 15.1 KCLSU will comply with the requirements of the Health and Safety at Work legislation and will have a Health and Safety Policy and a written method statement for implementing its Policy.
- 15.2 The KCLSU Trustees are responsible for health and safety matters in KCLSU and will have the same delegated responsibilities in this respect as those defined in the [College Health and Safety Policy](#) document for a Head of Department and as detailed in APPENDIX 5, Memorandum of Understanding between the College and KCLSU on the Health and Safety issues.
- 15.3 The Chief Executive, or their nominated deputy, for reasons of continuity will be the Departmental Safety Officer for KCLSU, advising the Trustees and/or delegated sub-committee as appropriate.
- 15.4 KCLSU Health and Safety matters will be delegated to the KCLSU Audit and Risk Sub-Committee. Its remit will involve receiving reports on Health and Safety matters from the KCLSU Health and Safety Committee, advising the KCLSU Trustees on such matters as affect the safety of students and others on KCLSU premises, in other facilities managed by the KCLSU, and at student functions and events elsewhere, and ensuring the safety of equipment owned by KCLSU and its student activity groups wherever located.
- The KCLSU Health and Safety Committee will make regular reports to the KCLSU Trustees and will submit an annual report to the College Health and Safety Management Group. KCLSU Head of Operations will represent KCLSU on the College Health and Safety Management Group.
- 15.5 Health and Safety matters affecting students at all campuses will be reported to the relevant faculty/directorate and Students and Education Directorate as well as to the relevant King's Health & Safety officers. Students' concerns over Health and

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Safety matters reported to KCLSU will be forwarded to the appropriate College officer through the KCLSU CEO or designate.

## **16 COMMUNICATION WITH THE COLLEGE**

16.1 The main channel of communication between the College and KCLSU will be via the KCLSU President and the Principal who will meet regularly. KCLSU Trustees and sabbatical officers in general, however, may liaise directly with members of the administration on relevant issues. The Principal and other relevant College Staff and Officers will meet with sabbatical officers, senior KCLSU Staff and Trustees from time to time or as necessary.

16.2 These and other current channels of communication between KCLSU Trustees, the KCLSU Chief Executive, the KCLSU sabbatical officers and members of the College Administration shall be maintained but their effectiveness will be kept under review. In addition, more formal reporting procedures shall be maintained to assure the College that KCLSU is carrying out its responsibilities in accordance with this Memorandum of Understanding. KCLSU shall report formally to the College on the following activities:

- (a) Audited accounts presented annually, after approval by the KCLSU trustees, to the College Director of Finance and to the College Finance Committee for review
- (b) Significant Facilities and Estate management matters to the College Estates Strategy Committee through the Director of Estates and Facilities
- (c) Health and Safety matters to the College Health and Safety Management Group
- (d) Election report by the Returning Officer to the College Council

16.3 KCLSU shall also publish an Annual Report for submission to its members at an Annual General Meeting and for subsequent submission to the next meeting of the Council. The Report shall contain:

- (a) A statement that KCLSU operates in a fair and democratic manner and that it has properly accounted for its finances.
- (b) A report on KCLSU finances including procedures for allocations to student activity groups; a report of any charitable collections; a list of the external organisations to which KCLSU has made any donations in the period to which the Report relates and a report of its current affiliations.
- (c) A report on the conduct and outcome of elections of Officer and Student Trustees, and appointment of Lay Trustees.

## **17 SERIOUS INCIDENT REPORTING**

As a registered charity, KCLSU has a responsibility to the Charity Commission to report any “serious incidents”, to the Commission as soon as is reasonably possible after it happens, or immediately after the charity becomes aware of it. Any serious incidents that KCLSU needs to report to the Charity Commission should also be reported to King’s through the Senior Vice-President (Operations).

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The Charity Commission definition of a reportable serious incident is: “An adverse event, whether actual or alleged, which results in or risks significant: harm to your charity’s beneficiaries, staff, volunteers or others who come into contact with your charity through its work; loss of your charity’s money or assets; damage to your charity’s property; harm to your charity’s work or reputation”.

**18 REPORTING REQUIREMENTS**

As a general principle, KCL and KCLSU will be cognizant of each other’s reporting requirements by legal and regulatory bodies, including the requirements of the Office of Students. Where information is required by regulatory bodies, King’s and KCLSU will assist each other with the provision of information to meet the reporting requirements.

**19 STATUS OF THIS MEMORANDUM**

19.1 The document is intended to clarify the working relationship between the College and KCLSU covering responsibilities of common concern to both parties. The College and KCLSU express their firm intention to abide by its provisions. It reflects the current position and will be reviewed from time to time to reflect the changing needs of KCLSU and the College. Any changes will be reported to the Council.

**SIGNED FOR**

**THE COLLEGE.....PRINCIPAL**

**FOR KCLSU.....PRESIDENT**

**APPROVED BY THE COUNCIL.....**

## APPENDIX 1

### Memorandum of Understanding

#### King's College London

#### The College Council and KCLSU

This Appendix sets out the general policy of the Council in relation to the exercise of its powers under the King's College London Charter [Article 10], Statutes [Statute 7(m)] and Ordinances [Ordinance F3].

1. The Council affirms its commitments to the self-government and autonomy of KCLSU under its own governing documents.
2. The self-government and autonomy referred to in the preceding paragraph must be consistent with the law and with the Council's obligations.
3. The College's Charter and Ordinances and an Act of Parliament [Education Act 1994, s.22 (2) (b)] require that the KCLSU's Articles, being the KCLSU's constitution, are subject to approval by the Council.
4. The Council affirms that it will normally expect to approve KCLSU's Articles, or amendments to the Articles, which have been properly considered and endorsed by KCLSU's Trustees and would refuse to do so only in exceptional circumstances.
5. The exceptional circumstances referred to in the preceding paragraph cannot be defined comprehensively, but could include the following: non-compliance with the requirements of part II of the Education Act 1994; non-compliance with the law on charities; non-compliance with the College's obligations under its conditions of registration with the Office for Students (OfS) or other requirements relating to finances and resources; provisions curtailing the normal democratic procedures within KCLSU or the rights of individual members; provisions incompatible with the Charter and Statutes; or with any codes, rules or regulations approved by the Council already in existence.
6. KCLSU's Trustees are asked to give as much notice as possible to Officers of the College before amendments to the Articles are brought before the Council. This is to ensure any possible problems can be identified and discussions can take place.
7. Where a problem as mentioned in the preceding paragraph has arisen and discussions between the College and KCLSU have not resolved the differences, the proposed change should be brought to the Council together with explanatory statements from the President of the KCLSU and the Principal of the College.
8. If the Council is of the view that further discussions should take place or some changes should be made to the proposals before approving them, it will normally defer the matter to its next meeting rather than formally disapproving them.
9. If agreement cannot be reached in this way or the Council does refuse to approve the proposals, it will normally be the case that the status quo will continue, and the

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existing Articles or parts thereof will continue in force. Only in exceptional cases, such as where there are no such current provisions or change is required by law, will the Council consider introducing changes itself.

10. If the Council, in accordance with the preceding paragraph, is of the view that changes are required following its refusal to approve the proposal, it will ask the Principal to arrange for discussions to take place with the KCLSU Trustees with a view to reaching agreement so as to avoid a situation where the Council must itself introduce provisions into KCLSU's Articles which have not first been approved by KCLSU in the normal way.
11. Bye-laws and changes to the bye-laws by the KCLSU Trustees are subject to the written (by electronic means or letter) approval of a senior College Officer, designated by the Principal, on behalf of the College Council, whose approval shall not be withheld other than in exceptional circumstances such as those outlined in paragraph 5. Where discussions between the College and KCLSU are unable to resolve a problem relating to proposed bye-laws or changes to bye-laws, the matter shall be referred to the Council to consider and resolve in accordance with paragraphs 7-10 above (substituting 'bye-laws' for 'Articles' as appropriate).
12. The Council hopes that this appendix, while recognising the Council's obligations under the law, will contribute to maintaining the excellent relationship between the Council and KCLSU and between College Officers and KCLSU Trustees which is in the interests of the College and of its students.

## APPENDIX 2

### EDUCATION ACT – CODE OF PRACTICE

<b>Policy Category:</b>	Governance
<b>Subject:</b>	Compliance with the Education Act 1994, section 22
<b>Approving Authority:</b>	College Council
<b>Responsible Officer:</b>	President & Principal
<b>Responsible Office:</b>	College Secretariat
<b>Related College Policies:</b>	General Policy of the Council in Relation to the Exercise of its Powers under the King's College London Charter (Article 10), Statutes (Statute 7(m)) and Ordinance F3 KCLSU and King's College London Relationship – Statement of Commitment King's College London's Memorandum of Understanding with King's College London Students' Union
<b>Effective Date:</b>	24 January 2019
<b>Supersedes:</b>	November 2013; 28 June 2011
<b>Next Review:</b>	September 2021

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#### I. Purpose & Scope

This Code of Practice covers student organisations within the College which are defined as students' unions for the purposes of the Education Act 1994, namely the King's College London Students' Union (KCLSU). It outlines the responsibilities and expectations of the Council of King's College London (hereafter 'the Council') with respect to the establishment and conduct of the student union in meeting the requirements of the legislation.

Beyond this Code, additional policies and practices have been agreed between the College and the KCLSU which describe in more detail the relationship between the College and the KCLSU and their shared priorities, along with further information about the way in which the organisations work together. The current additional documents are noted and linked above under Related College Procedures and Related College Policies.

#### II. Policy

##### 1. MEMBERSHIP

All enrolled full-time and part-time students of the College are entitled to be full members of KCLSU.

**2. THE RIGHT NOT TO BE A MEMBER**

- 2.1 Every student has the right not to be a member of KCLSU.
- 2.2 Students will be informed of their right not to be a member by means of this Code of Practice, which will be brought to the attention of all students annually as part of the enrolment process. Students wishing to exercise their right to opt-out of KCLSU may do so at any time after enrolment by informing KCLSU through a link available on the KCLSU website. Their College enrolment card will indicate non-membership of KCLSU.
- 2.3 A student who exercises the right not to be a member will not be permitted to re-join KCLSU until the beginning of the academic term following withdrawal.
- 2.4 Students pay no fee to be members of KCLSU; consequently, there are no rebates for choosing non-membership.
- 2.5 Students who exercise their right not to be a member of KCLSU will be entitled to make use of any of the services and facilities of KCLSU upon payment of the appropriate fee or charge for the service which shall not be higher than that charged to members of KCLSU and as further detailed in the KCLSU Articles.
- 2.6 Students who exercise their right not to be a member of KCLSU will not be entitled to do the following:
- Participate in the government, administration and management of KCLSU or any of its student activity groups including not being able to vote, hold office or nominate candidates for posts.
  - Represent KCLSU on any College committee
  - Represent KCL or KCLSU in any competitive sport
  - Join KCLSU ratified student activity groups
  - Book/hire the KCLSU's entertainment venues at a reduced fee
  - Be members of the National Union of Students and will forfeit any monetary or other benefits that would result from that membership

### **3. CONSTITUTION AND PROCEDURES**

#### **Constitution and Articles of Association**

- 3.1 The conduct of KCLSU and the manner in which the requirements of the Education Act 1994 will be met are detailed in the governing documents of KCLSU as approved by the Council (or in the case of bye laws, by the Returning Officer on behalf of the Council). The Articles of Association, comprising KCLSU's constitution, will be reviewed by KCLSU Board of Trustees and the Council every five years, or more frequently if required by the Council, KCLSU or legal obligation.
- 3.2 Copies of the governing documents will be made available for inspection by any member of the College in hard copy in KCLSU offices, in designated College offices, in designated College Libraries, and online through the KCLSU website.

#### **Elections and governance**

- 3.3 Provision in the governing documents, as required by the Education Act, has been made concerning the following:
- 3.3.1 Elections to prescribed KCLSU positions of office shall be by secret ballot according to the provisions of the KCLSU governing documents, which provide that all full members of KCLSU are entitled to vote. Every full member is entitled to one vote.
- 3.3.2 The College will agree with KCLSU the appointment of an independent returning officer to ensure that elections are fairly and properly conducted as defined in the Articles.
- 3.3.3 Reports by the Returning Officer will be made to the Council and to KCLSU.
- 3.3.4 No student may hold the position of Sabbatical Trustee, as defined in KCLSU's governing documents, for more than two years.

#### **Affiliations**

- 3.4 KCLSU will comply with the detailed requirements of the Education Act concerning affiliations to external bodies, in particular giving due notice of any decision to affiliate, reporting on affiliations and reviewing them. Details of external affiliations (including a list of each organization to which the KCLSU was affiliated and the amount paid to the organization by way of subscriptions or similar fees and donations in the past year) shall be published in the KCLSU's Financial Reports. The KCLSU Trustee Board will review all external affiliations during the course of preparing its annual budget and make recommendations concerning continuation or otherwise of each affiliation for consideration at the Annual General Meeting. During the required period of notice for the meeting, a written requisition may be made by not less than 5% of the full members requiring that affiliation to any particular organisation be decided upon by secret ballot in which all members are entitled to vote.

**4. FINANCES**

- 4.1 Financial Reports of KCLSU will be published annually and made available to members and the Council. The Report will contain a list of external organisations to which donations have been made in the period to which the Report relates and details of those donations. The Report will be available for inspection in hard copy at the KCLSU offices, posted on the KCLSU website and made available at the KCLSU Annual General Meeting.
- 4.2 The procedures for allocating resources fairly to KCLSU student activity groups will be incorporated as regulations approved by the KCLSU Trustees or designated sub-committee and circulated to student activity groups, posted on the KCLSU website, made available at the KCLSU Annual General Meeting and be available for inspection in hard copy at the KCLSU offices.
- 4.3 The regulation of the financial affairs of KCLSU is detailed in the governing documents. Responsibility is vested in the KCLSU Trustees and/or a sub-committee appointed, and/or a financial expert, as defined in the Articles on behalf of the KCLSU Trustees who will propose an agreed budget for consideration annually by the Trustees and, after its consideration, by the Honorary Treasurer on behalf of the Council.
- 4.3.1 KCLSU will keep proper accounts and accounting records and maintain a sound system of internal financial management and control. KCLSU will plan and conduct its affairs so as to ensure that its total income, is at least sufficient, taking one year with another, to meet its total expenditure and that its financial solvency is maintained.
- 4.4 The activities of KCLSU will be subject to the College Internal Auditors as appropriate. External Auditors appointed by KCLSU after approval by the Audit, Risk and Compliance Committee of the KCLSU Trustee Board will audit the accounts of KCLSU on an annual basis and the audited accounts presented to the KCLSU Trustees. They will be available for inspection by members in the KCLSU office.
- 4.5 KCLSU will not incur expenditure or take any action, which is inconsistent with the law relating to charities. In general, expenditure is proper if it can be said to be consistent with KCLSU's objects in the Articles.
- 4.6 Before entering into any borrowing agreements, lease agreements or guarantees or indemnities that may incur contingent liabilities KCLSU will first obtain the approval of the College's chief financial officer.
- 4.7 It is the responsibility of the KCLSU Trustees to ensure that adequate insurance cover is maintained for all aspects of the business. The exception to this is insurance cover for buildings which is the responsibility of the College.

**5. COMPLAINTS PROCEDURE**

Complaints by any student in relation to their dealings with KCLSU or in relation to any claim of unfair disadvantage if a student has exercised their right not to be a member of KCLSU will be dealt with in three stages:

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- i) By the internal complaints procedure published by KCLSU.
- ii) If the student is still dissatisfied, jointly by a panel nominated by the President and Principal of the College.
- iii) If the student is still dissatisfied, by reference to an independent person appointed by the College Council.

## 6. **FREEDOM OF SPEECH**

- 6.1 The College has approved policies on Freedom of Speech issued in pursuance of the College's duties under the Education Act (No. 2) 1986 to ensure that freedom of speech within the law is secured for members, students and employees of the College and for visiting speakers.
- 6.2 Details of these documents are on the College website and will be made available by KCLSU to those student activity groups wishing to organise meetings on campus. The conduct of meetings will be governed by these and other College policies and regulations.
- 6.3 Bookings by student activity groups must be made in accordance with the College's Student Room Booking Policy.

## 7. **REQUIREMENT OF CHARITY & COMPANY LAW**

- 7.1 KCLSU is governed by the law relating to charities, in particular charitable companies limited by guarantee. In particular, whilst it may spend money on political debate, it may not support political or other causes except in line with the Charity Commission's guidance on Students' Unions. This does not prevent student members from collecting and raising funds privately for the support of any lawful cause.
- 7.2 In consultation with the College, KCLSU will publish information on restrictions imposed on KCLSU's activities by the law relating to charities and limited companies through the KCLSU website and additional channels as appropriate.

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**8. PUBLICATION OF THIS CODE OF PRACTICE**

- 8.1 This Code of Practice, as amended from time to time by the College in consultation with KCLSU, will be published on the College's website and brought to the attention of students through the annual enrolment process.

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**MOU – KCL and KCLSU**

**APPENDIX 3**

**Heads of Terms for Responsibilities for the Students’ Union in relation to Estates matters.**

<b>Building fabric, equipment and services</b>	<b>Responsibility</b>	<b>Funding</b>
Building maintenance (Long term and day to day)	KCL	KCL
Alterations and improvements to the building fabric and services	KCL	KCLSU or KCL by agreement
Sports grounds and equipment	KCL	KCL
Students’ Union equipment	KCLSU	KCLSU
<b>Utilities</b>		
Heat, light, power, water, sewerage	KCL	KCL
<b>Insurance</b>		
Buildings and contents	KCL	KCL
Business Interruption; Public Liability / Employers Liability and all other insurances	KCLSU	KCLSU
<b>Repairs</b>		
Resulting from events such as storm damage and flood etc	KCL	KCL
Resulting from any damage to the building fabric and services caused by students in KCLSU managed premises and in events organised by KCLSU in other premises	KCLSU	KCLSU
<b>Redecorations</b>		
Normal maintenance cycle	KCL	KCL
Extra redecorations outside normal maintenance cycle	KCLSU	KCLSU
<b>Security</b>		
Access Control Systems; Security Patrols	KCL	KCL
Event security	KCLSU	KCLSU
<b>Fire Alarm Systems</b>	KCL	KCL
<b>Cleaning – (including janitorial supplies)</b>		
Strand ; Guys; (KCLSU occupied areas)	KCLSU/KCL	KCLSU/KCL
Waterloo (KCLSU occupied areas)	KCL	KCL
Windows – All Campus and as part of normal cycle	KCL	KCL
<b>Windows</b> - outside normal cycle	KCLSU	KCLSU
<b>Telephones</b>		
Rental of phones on College system	KCL	KCLSU
Calls and other charges	KCLSU	KCLSU
Data Points	KCL	KCLSU
<b>Furniture</b> – (KCLSU occupied areas) replacement, repair, renewals.	KCLSU	KCLSU

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<b>Postage / Mail</b>	KCL	KCLSU
<b>Capital Projects</b>		

## APPENDIX 4

### King's College and King's College Student Union

#### Summary Schedule of Space Occupied

Campus	Building	Floor	Area (m <sup>2</sup> )
Denmark Hill	Student Social Space - <i>with effect from 19 July 2018</i>		238.00
Guy's Campus	Old Guy's House East Wing	Basement	360.00
		Ground Floor	323.80
	Old Guy's House West Wing	Ground Floor	604.30
	Shepherd's House	Ground Floor	21.20
Strand Campus	Bush House - Centre Block	Ground Floor	90.84
	Bush House - South East Wing	Undercroft	476.00
		Ground Floor	439.20
		Seventh Floor	620.60
		Eighth Floor	546.00
	Macadam Building	Basement 3	18.60
Philosophy Building	Ground Floor	93.60	
Waterloo Campus	Franklin Wilkins Building	First Floor	58.50
Total			3,890.64

## **APPENDIX 5**

### **King's College London**

#### **Memorandum of Understanding between King's College London (King's) and (KCLSU) - Health & Safety Issues**

##### **1. Introduction**

- 1.1 KCLSU, established by the Charter and Statutes of King's College London, operates under governing documents ultimately approved by the Council. The Council also exercises some control over the management of KCLSU finances in accordance with the Education Act 1994 Section 22. KCLSU is a constituent part of the College. As such, KCLSU is responsible to the College for the employment of its staff, the purchase or supply of goods and services, compliance with health and safety legislation and activities organised or supervised by KCLSU or its student activity groups.
- 1.2 Staff employed by KCLSU are responsible to the relevant line managers of KCLSU and through those managers to the CEO of KCLSU and finally to the Trustees and they have no line management connection with the College. KCLSU is responsible to the College for its employees and those affected by its activities under employment law and health and safety legislation.
- 1.3 KCLSU is responsible to the College under the Health and Safety at Work Act 1974, Section 3, for the safety of persons not in its employment, including students, in relation to risks inherent in its activities. Further, the Health and Safety at Work Act, Section 4, imposes duties on persons who control, to any extent, premises used for any trade business or undertaking to ensure their safe use by persons who are not employees.
- 1.4 The Management of Health and Safety at Work Regulations 1992 require that where two or more employers share a workplace (either on a permanent or temporary basis), all involved have to co-operate and co-ordinate their activities to ensure that all their health and safety obligations are met. KCLSU and King's are committed to working together to ensure so far as reasonably practicable, the health, safety and welfare of their respective students and employees and others including patients, visitors and temporary workers.

##### **2. Premises occupied by KCLSU**

- 2.1 General responsibility for providing and maintaining College premises made available wholly or partly for use by KCLSU shall be the responsibility of the College as employer and controller of premises made available to non-employees. The College shall undertake such maintenance, servicing and repair of the building structure, fabric, furnishings and fixed plant and services as is reasonable and in accordance with legal obligations.
- 2.2 KCLSU shall make no alteration, addition or undertake repair of premises or services, etc. or materially change the use of any building without the express approval of the College through the Director of Estates and Facilities and Director of Health & Safety Services.

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- 2.3 Contractors employed by KCLSU to undertake construction work shall satisfy the College's criteria for competence and comply with plans and method statements approved by the Director of Estates and Facilities, College Safety Officer or their nominated representatives.
- 2.4 KCLSU shall cooperate with health and safety instructions issued by the College from time to time, regulating the use of its premises.
- 2.5 KCLSU shall report to the relevant Director of Estates and Facilities representative defects or damage to buildings and property belonging to the College.
- 2.6 KCLSU shall give reasonable access to members of the College for the purpose of any inspection, testing or maintenance of the building structure, fixtures, furnishings, fixed plant and equipment.
- 2.7 KCLSU shall ensure suitable emergency arrangements, e.g. fire evacuation or first aid is in place. Unless otherwise stipulated, such arrangements shall comply with, and where appropriate, utilise, college arrangements and protocols.

### **3. Activities organised or supervised by KCLSU including sporting and other recreational activities**

- 3.1 KCLSU shall be responsible for providing and ensuring adequate health and safety standards for activities including day-to-day operational business, including entertainment license requirements, recreational, social and sports events organised or supervised by KCLSU or its staff and/or Trustees. KCLSU shall ensure compliance with any relevant statutory health and safety legislation as both an employer and, to some extent, controller of the premises wherein the events are undertaken and to discharge its general duty of care to those involved or affected by those events.
- 3.2 KCLSU shall ensure that any equipment that it provides, or is provided by any constituent student activity group, for the various activities and functions is safely used, stored and maintained. Where that equipment is fixed or connected, whether permanently or temporarily to any College premise, structure or service; its installation and use shall be approved by a nominated representative of the College and comply with any relevant National or KCL Code of Practice.
- 3.3 KCLSU shall have adequate employer and public liability insurance unless cover is provided under the College's general insurance provision.

### **4. Health and Safety**

- 4.1 KCLSU's Trustees or delegated sub-committee are responsible for health and safety matters in KCLSU and will have the same delegated responsibilities in this respect as those defined in the College Health and Safety Policy document for a Head of Department and as detailed in this Memorandum of Understanding between the College and KCLSU on the Health and Safety issues.
- 4.2 The Chief Executive, for reasons of continuity, will be the Departmental Safety Officer for KCLSU advising the Trustees and/or delegated sub-committee as appropriate.

- 4.3 KCLSU shall maintain a relevant sub-committee chaired by a Trustee with delegated powers over Health and Safety matters. Its remit will involve advising the KCLSU Trustees on such matters as affect the safety of students and others on KCLSU premises, in other facilities managed by the KCLSU, at student functions and events elsewhere, and ensuring the safety of equipment owned by KCLSU and its student activity groups wherever located. The subcommittee will make regular reports to the KCLSU Trustees and to the College Health and Safety Management Group. One Officer Trustee will represent KCLSU on the College Health and Safety Management Group. King’s Director of Health and Safety Services will represent the College at KCLSU Health and Safety Committee as and when required.
- 4.4 KCLSU Trustees or delegated sub-committee will appoint an appropriate Trustee or member of KCLSU Staff to liaise with the College on health and safety matters.
- 4.5 KCLSU shall establish and maintain a relevant sub-committee responsible for Health and Safety matters. This sub-committee will report to the KCLSU Trustees and College Health and Safety Management Group, who will supervise and keep under review arrangements for health and safety with KCLSU.
- 4.6 KCLSU shall issue safety rules and procedures regulating the use of premises by its members and constituent student activity groups and require that individual student activity group leaders are aware of, and give effect to, health and safety standards or guidelines relating to their activities. These rules shall be subject to approval by the College’s Health and Safety Officer.
- 4.7 KCLSU shall report accidents including personal injury involving staff, students or visitors and specified dangerous occurrences to the relevant Campus Safety Office in accordance with the College's incident reporting arrangements.
- 4.8 The College's Health, Safety and Environmental Protection Office shall provide advice and assistance to KCLSU in meeting its legal obligations.

## **5. Monitoring and Assurance**

- 5.1 Different areas of practice will be monitored and audited as specified in either KCLSU or King’s applicable associated procedures.
- 5.2 To provide overall assurance of compliance and to give effect to Regulation 11 of the Management of Health and Safety at Work Regulations, this MOU will be monitored by King’s Health & Safety Services (H&SS) and KCLSU Health and Safety
- 5.3 Information regarding pre-arranged visits by enforcing authorities and subsequent reports must be communicated to the other organisation where both organisations’ activities may be affected.

## Appendix 6

# Data Sharing Agreement between King’s College London and King’s College London Students’ Union

## 1. Overview

This Agreement between King’s College London (King’s) and King’s College London Students’ Union (KCLSU) sets out the basis upon which Personal Data held by King’s will be shared with KCLSU, Personal Data held by KCLSU will be shared with King’s and the obligations of both parties.

Students agree to a declaration on enrolment at King’s that they have read King’s student data collection notice, which states that King’s will transfer relevant Personal Data to KCLSU. All students at King’s are automatically entitled to membership of KCLSU and to benefit from KCLSU’s services. Consequently, King’s believes that the routine transfer of Personal Data to KCLSU is in students’ best interests and is unlikely to cause any prejudice to their rights, freedoms or legitimate interests. As well as receiving data on its members, King’s recognises that KCLSU also needs to receive details of students who have opted out of membership of KCLSU so that KCLSU can determine which students are eligible to benefit from the privileges, services and facilities provided to members.

Students agree on joining a KCLSU club or society that limited membership information may be passed to King’s in order to form part of the student’s Higher Education Achievement Report (HEAR). Students will be given the opportunity to opt out of this transfer on an individual club or society basis.

KCLSU is a registered charity and a company limited by guarantee. Compliance with appropriate statutes requires KCLSU to maintain a membership list for use in calling members for Annual General Meetings Extraordinary General Meetings. Data from this list is also required by the elected Officers of KCLSU and Staff in other departments, especially but not restricted to those supporting students, to enable them to operate effectively.

Both King’s and KCLSU are registered as Data Controllers with the Information Commissioner’s Office and have Data Protection policies available for reference on their respective websites.  
<http://www.kcl.ac.uk/governancezone/GovernanceLegal/Data-Protection-Policy.aspx>  
[www.kclsu.org/data](http://www.kclsu.org/data)

For the avoidance of doubt, this Agreement does not constitute a contract between a Data Processor and a Data Controller under Article 28 (3) of the GDPR. Subject to the terms of this Agreement, KCLSU and King’s shall be the Data Controller for all Personal Data transferred to them by the other party under this Agreement. Where used in this Agreement, the terms ‘Personal Data’, ‘Data Processor’ and ‘Data Controller’ shall have the meanings assigned to them in the GDPR and Data Protection Act 2018.

Any question of interpretation or dispute relating to this Agreement shall be referred, in the first instance, to the Data Protection Officer at King’s (on behalf of King’s) and the Director of Digital and Communications (on behalf of KCLSU) who shall seek in good faith to resolve the question of interpretation or dispute. Should they fail to do so within a reasonable period, the matter may be referred by either party to the Executive Director of Students and Education (on behalf of King’s) and the Chief Executive of the KCLSU to consider and resolve.

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## **2. How Students' Personal Information will be used by KCLSU**

Personal Data transferred from King's to the KCLSU shall be used by the KCLSU for the following purposes:

- Verification of student's identity
- Administration of elections
- Administration of clubs' and societies' memberships
- Administration of ticket sales
- To allow email, SMS and MMS communication between KCLSU and its members
- To allow email, SMS and MMS communication between its clubs' & societies' members where no email addresses/phone numbers are visible to the sender (sender: President, Student officers or other official of the club/societies)
- To ensure KCLSU is adhering to all its contractual and legal obligations.
- To ensure equal provision of KCLSU services and products to all King's students.

Additional purposes may be added to this list from time to time by agreement between the Data Protection Officer at King's and the Director of Digital and Communications.

As indicated in Section 1, a limited set of data on students' club and society membership will be transferred from the KCLSU to King's for the purpose of updating students' HEAR.

## **3. Restrictions on the Use of Information**

Personal Data provided by King's to KCLSU shall not, without the express consent of the individual concerned, be used for the purpose of marketing services provided by organisations or individuals other than KCLSU.

KCLSU may in the course of normal operations provide Personal Data to a third party in order that they may provide services to KCLSU as a Data Processor. KCLSU, as the Data Controller, shall be responsible for ensuring that the requirements of the GDPR are met, including ensuring that a suitable contract is in place with the Data Processor and that the Data Processor provides a level of data security sufficient to ensure compliance with the GDPR and relevant UK data legislation.

Anonymised statistics derived from the transferred data may be compiled by KCLSU staff and may be sent to principal funders and partners inside King's as well as third parties from whom funding is being sought to support student activities.

KCLSU may release information when required to do so by law or when required for compliance with any legal obligation (other than one imposed by contract) or a court order.

Personal Data may also be used by KCLSU for contacting students or their dependents in an emergency.

## **4. Data to be Transferred to KCLSU**

The following Personal Data shall be routinely transferred from King's to the KCLSU:

- Full name
- Chosen name (if different)

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- Date of birth
- Gender
- Nationality
- International student? (YES/NO)  
(based on fee status)
- Postal address
- KID (King's ID)
- Opt out of KCLSU membership (YES/NO)
- Student number
- Number present on ID card  
(the human readable and barcode encoded number, usually the student number)
- University email address
- Opt out of email contact (YES/NO)
- Course name
- Course code
- Course faculty and/or department as appropriate
- Campus  
(on the acceptance that this is course related and not timetable related)
- Course end date
- Course level  
(e.g. UG or PG)
- Mode of attendance  
(e.g. FT or PT, any other mode such as distance learning which may apply)
- Student in good standing  
(enrolled, course fees up to date, no outstanding disciplinary action, any other applied criteria)
- Widening Participation status
- Ethnicity
- Disability

Additions or deletions from this list may be made from time to time by agreement between the Data Protection Officer at King's and the Director of Digital and Communications at KCLSU.

## **5. Data to be Transferred to King's**

The following Personal Data shall be routinely transferred from KCLSU to King's:

- KID (King's ID)
- Full name
- Organisation name (of club or society)
- Grouping name (typically membership type such as Treasurer or President)
- Effective date
- Expiry date

Additions or deletions from this list may be made from time to time by agreement between the Data Protection Officer at King's and the KCLSU Director of Digital and Communications.

Where a student has requested to opt out of data being shared with King's, KCLSU shall ensure that this data is not transferred.

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The Personal Data listed in sections 4 and 5 will be updated via secure mechanisms and at frequencies to be agreed between KCLSU IT and King's IT departments. It is understood that as technology and best practice guidelines evolve, the methods of data transfer may change without any variation to the underlying data or intended usage. Where one party is provided with updated data or is notified that a student's Personal Data has changed, the other party shall implement such updates and changes promptly and without undue delay.

## **6. Security**

King's and KCLSU shall ensure that its staff, agents and contractors:

- implement appropriate technical and organisational measures to protect the Personal Data transferred under this Agreement against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected
- take reasonable steps to ensure the reliability of staff, agents and contractors who may have access to the Personal Data transferred under this Agreement
- not transfer Personal Data outside the European Economic Area (EEA) without adequate safeguards
- comply with the provisions of the GDPR and Data Protection Act 2018 in all other respects with regard to Personal Data transferred under this Agreement

## **7. Student Opt Out Rights**

King's shall notify KCLSU of students who have opted out of membership with KCLSU in accordance with the College's Education Act 1994 Code of Practice. Where a student has opted out of membership with KCLSU, KCLSU shall ensure that Personal Data transferred under this Agreement is only processed for the purposes of determining the student's eligibility for the privileges, services and facilities pertaining to membership of KCLSU (including whether the student should pay a fee for using the services of KCLSU), and for no other purposes.

## **8. Rights of Individuals**

KCLSU and King's shall be responsible for responding to subject access and other Rights Requests that fall under the GDPR and Data Protection Act 2018 with respect to Personal Data transferred to each party under this Agreement.

## **9. CCTV Footage**

King's and KCLSU may provide each other with copies of CCTV footage on an occasional and ad hoc basis where this is necessary for maintaining a safe environment in the premises provided by King's to KCLSU or for ensuring compliance with either party's regulations and policies (including use in disciplinary proceedings).

King's and KCLSU may also establish arrangements for the joint monitoring of CCTV systems belonging to either party to facilitate a safe environment on the College's campuses and to ensure compliance with each party's regulations and policies. Where one party is granted access to a CCTV system belonging to the other party, the party granted access shall ensure that its monitoring

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activities comply with its own CCTV Policies and the requirements of the GDPR and Data Protection Act 2018.

#### **10. Retention of Information**

King's and KCLSU shall not retain Personal Data transferred under this Agreement for any longer than is necessary and in keeping with respective privacy policies and retention schedules.

#### **11. Indemnity**

Each party shall indemnify the other and keep the other indemnified against all direct, indirect and consequential losses or claims, demands, actions, proceedings, damages, costs or other liabilities without limitation and legal and other fees arising out of the failure by the indemnifying party to perform its obligations under this Agreement.

#### **12. Jurisdiction**

This Agreement shall be governed by and construed in accordance with English Law. The English Courts shall have exclusive jurisdiction to settle any dispute arising out of, or in connection with, this Agreement in the event that the parties are unable to settle the dispute amicably according to the process set out in Section 1. If a court holds any provision of this Agreement to be illegal, invalid or unenforceable, the remaining provisions will remain in full force and effect and the parties will amend the Agreement to give effect to the stricken clause to the maximum extent possible.

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## APPENDIX 7

### Table of Escalation

The below table indicates escalation contacts at King's for KCLSU activity.

Area of Escalation	King's Contact
Finance	Vice President (Finance)
Governance	College Secretary
Estates	Director of Estates & Facilities
People	College Secretary
Elections	College Secretary
IT	Director of Estates & Facilities
Data	Data Protections Officer
Health and Safety	Director of Estates & Facilities
Risk	Director of Business Assurance
Media	Director of Corporate Communications
Complaints	College Secretary
Trading Activities	Vice President (Finance)/Senior Vice President (Operations)