
King's College Council

Meeting date 30 March 2023

Paper reference KCC-23-03-30-03

Status Final

Meeting of the King's College Council to be held on **30 March 2023 at 17:00 online on MS Teams**

Agenda

1	Welcome, apologies, declarations of interest and notices	KCC-23-03-30-01	Chair
2	Approval of agenda	KCC-23-03-30-02	Chair
3	Unanimous Consent Agenda , including:	KCC-23-03-30-03	Chair
	3.1 Minutes of the Previous Meeting (to approve)	KCC-23-03-30-03.1	
	3.2 Actions Log (to note)	KCC-23-03-30-03.2	
	3.3 Council Rolling Calendar of Business (to note)	KCC-23-03-30-03.3	
4	Matters Arising	Verbal	Chair
5	Report of the Chair	Verbal	Chair
6	Report of the President & Principal (to note)	KCC-23-03-30-06	Principal
7	Report of the KCLSU (to note)	KCC-23-03-30-07	KCLSU President
8	Reports of Committees		
	8.1 Governance & Nominations Committee	KCC-23-03-30-8.1	Chair GNC
	(i) Governance Review ToR (to approve)		
	(ii) Member resources and engagement (to note)		
	<i>See Unanimous Consent Agenda for remaining items</i>		
	8.2 Academic Board	KCC-22-03-30-8.2	Chair AB
	<i>See Unanimous Consent Agenda for all items</i>		
	8.3 Estates Strategy Committee	KCC-22-03-30-8.3	Chair ESC
	(i) Newcomen Street/Block 9 (to approve)		
	(ii) Champion Hill Equity Release (to note)		
	(iii) Britannia House Lease Extension (to note)		
	<i>See Unanimous Consent Agenda for remaining items</i>		
	8.4 Finance Committee	KCC-22-03-30-8.4	Chair FC
	(i) Newcomen Street/Block 9 (to approve)		
	(ii) Champion Hill Equity Release (to note)		
	(iii) Bush House South-West Wing (to note)		
	(iv) King's Global (to note)		
	<i>See Unanimous Consent Agenda for remaining items</i>		

8.5 Audit, Risk & Compliance Committee	KCC-22-03-30-8.5	Chair ARCC
(i) Annual Health & Safety Report (to approve)		
(ii) External Audit Tender (to note)		
(iii) Audit Committee Effectiveness (to note)		
<i>See Unanimous Consent Agenda for remaining items</i>		
8.6 Staff & Culture Strategy Committee	KCC-22-03-30-8.6	Chair SCSC
(i) Report on First Meeting of SCSC (to note)		
8.7 Fellowships and Honorary Degrees Committee	KCC-22-03-30-8.7	Chair FHDC
(i) Nominations (to approve)		
<i>See Unanimous Consent Agenda for remaining items</i>		
8.8 Chairs' Committee	KCC-22-03-30-8.8	Chair/SVP Operations
(i) Agreement with Pearson		
9 Any other business	Verbal	Chair
<i>SVPs, VPs and attendees to leave the meeting for the following item</i>		
8.9 Remuneration Committee	KCC-22-03-30-8.9	Chair RC
10 Meeting Adjourned	Verbal	Chair

Lord Geidt
March 2023

King's College Council

Meeting date 30 March 2023

Paper reference KCC-23-03-30-01

Status Final



Declaration of Members' Interests

Action required

- For approval
- For discussion
- To note

Executive summary:

This report records the standing declarations of interest of Council Members. Members are asked to advise the Secretariat of any changes and to declare any conflicts of interest for the business to be considered in the current meeting.

Declaration of Members' Interests

The following report lists the declared interests of each member of the King's College Council. Members are requested:

- (i) To confirm that the record against their name is correct, or to inform the College Secretary of any changes which need to be made.
- (ii) To highlight any items on the agenda of the current meeting which contain any potential conflict of interest for any member.

Christopher Geidt (Chair)

- The Queen's Commonwealth Trust (Chairman)
- The Nuffield Trust for the Forces of the Crown (Trustee)
- Schroders plc (Chairman, International Relations and Corporate Responsibility)
- Ceased on 8 April 2021 - BAE Systems plc (Member, International Advisory Board)
- Ceased on 31 August 2021 - Theia Group Inc (UK Adviser)
- House of Lords (Crossbench Member)
- Resigned 15 June 2022 - The Independent Adviser on Ministers' Interests#
- President of the Royal Overseas League
- Investments in various Schroders funds held by the College

Vivek Ahuja

- Chief Executive Officer, Terra Firma Capital Partners Limited
- Non-Executive Director, NatWest Markets plc.
- Fellow member of the Institute of Chartered Accountants in England & Wales (ICAEW)

Natasha Awais-Dean

- Research Integrity Manager; Visiting Research Fellow (History) KCL
- Trustee, Society of Jewellery Historians
- Team Manager, Berkhamsted Swim Club (voluntary)
- Member of the Society of Jewellery Historians
- Member of the Society of Renaissance Studies

Tom Berry

- Trustee, Employers' Network for Equality and Inclusion (enei)
- Teacher, Sutton Grammar School
- Owner, Be Less Beige Ltd
- NED Mental Health First Aid England CIT
- NED Aequitas Global Ltd
- NED HMDG Ltd
- Trustee EOT, With Public Relations Ltd (pending)
- Owner, One Question Ltd

Hillary Briffa

- Lecturer in National Security Studies in the Department of War Studies
- Circle U Chair – Climate Hub
- Member of the School of Security Studies Equality, Diversity and Inclusion Sub-Committee
- Member of the SSPP Faculty EDI in Research Working Group
- Member of the College level Working Group on Interdisciplinarity in CPD & Executive Education
- Member of the SSPP Assessment and Feedback Task and Finish Group
- Vice-Chair of the governing board of Godwin Junior School (10 June 2019 – 9 June 2023)

- Vice-Chair of the governing board of Carpenters Primary School (18 September 2019 – 18 September 2023)
- Registered as self-employed – private rental
- Member of University College Union

Paul Cartwright

- Chaplaincy Volunteer at West Hertfordshire Teaching Hospitals NHS Trust from 1 July 2022
- Fellow of The Institute of Chartered Accountants in England and Wales (ICAEW)
- Trustee of Raise, West Hertfordshire Hospitals NHS Trust Charity 1052210 (ended 31 May 2022)
- Non-Executive Director of West Hertfordshire Hospitals NHS Trust (ended 31 May 2022)

Donna Catley

- Paid employee of Compass Group; Company Director, Compass Group UK&I (ended 31 December 2022)

Note: College has a small investment with Compass Group through a managed fund.

Jon Coles

- United Learning Trust
- Learning Partners Academy Trust
- The Prince's Teaching Institute (resigned 16/4/21)
- Challenge Partners (was Chair until September 21)
- Chief Executive, United Learning (group of schools from which some students will progress to KCL)

Paul Goswell

- Trustee of the Somerset House Trust
- CEO of Delancey Real Estate Asset Management
- CAPE PROJECTS LIMITED; CORTX HOLDINGS LIMITED; CROYDON PLAZA LIMITED; DCIF UK GENERAL PARTNER LIMITED; DELANCEY ASSET MANAGEMENT LIMITED; DELANCEY COINVESTMENT LIMITED; DELANCEY INVESTMENT ADVISORY SERVICES LIMITED; DELANCEY NW1 CO-INVESTMENTS LTD; DELANCEY NW1 GROUP LTD; DELANCEY NW1 PROMOTE LTD; DELANCEY PARTNERS CO. LIMITED; DELANCEY REAL ESTATE ASSET MANAGEMENT GROUP LIMITED; DELANCEY REAL ESTATE ASSET MANAGEMENT LIMITED; DELANCEY REAL ESTATE DEBT SERVICES LIMITED; DELANCEY REAL ESTATE INVESTMENT MANAGEMENT LIMITED; DELANCEY REAL ESTATE PARTNERS LIMITED; DELANCEY REAL ESTATE PARTNERS LIMITED; DQR CAPITAL LIMITED; DREAM NW1 CO-INVEST SPV LIMITED; DREAM NW1 GP SPV LIMITED; DV4 ADMINISTRATION 1 UK LIMITED; FIVE OAKS INVESTMENTS LIMITED; HEADLAND INVESTMENTS LIMITED; HERE EAST MANAGEMENT LIMITED; INNOVATION CITY (LONDON) LIMITED; JUPITER PROPERTIES 2011 UK LIMITED; MINERVA (CROYDON) LIMITED; MINERVA (FINANCE) LIMITED; MINERVA (KENSINGTON DEVELOPMENTS) LIMITED; MINERVA (STORES) LIMITED; MINERVA CORPORATION LIMITED; MINERVA LIMITED; MOUNT KENDAL LIMITED; MOUNT KENDALL GROUP LIMITED; NEWINCCO 1404 LIMITED; NEWINCCO 1407 LIMITED; NW1 PARTNERS (GP) LTD; NW1 SPANISH LOGISTICS (UK) HOLDCO LTD;
- PENINSULA PROJECTS LIMITED; PENINSULA PROJECTS (ELLANDS) LIMITED;
- SOMERSET HOUSE TRUST.
- Member of the RICS

Vinay Jha

- Full-time employment as 'Chief Innovation and Digital Officer' at M&G Plc.

Shitij Kapur

- President & Principal, KCL
- Non Executive Director, Russell Group of Universities
- Member, Advisory Board of the Medical Research Future Fund, Australia
- Member, International Advisory Council, SusTech University, Shenzhen, China

Ron Kerr

- Guys and St Thomas' Foundation Trustee
- Advisor to Board: Guy's and St Thomas' NHS Foundation Trust
- Chair: NHS Providers
- Ad hoc consultancy services

Mohd Yasir Khan

- President and Trustee, King's College London Students Union

Steve Large

- Senior Vice President (Operations), KCL
- Superannuation Arrangements of the University of London (SAUL)
- KCL Ventures Ltd
- King's Talent Bank Ltd
- King's College London Business Ltd
- College Facilities Ltd
- Fellow of the Chartered Association of Certified Accountants
- Member of the Chartered Institute of Management Accountants

Note: King's participates in SAUL as our support staff pension scheme; King's is the sole customer, 100% shareholder and funder of KCL Ventures Ltd, King's Talent Bank Ltd, KCL Business Ltd and College Facilities Ltd, all of which rely on King's for various management & related services.

Rachel Mills

- Senior Vice President (Academic)
- Executive Dean, University of Southampton until July 2021, Visiting Professor (unpaid) University of Southampton, July 2021 onwards.
- Non-Executive Director, Centre for Environment, Fisheries and Aquaculture (2021 onwards)
- Fellow Royal Society of Chemistry
- Fellow Royal Society of Biology
- Member, Challenger Society for Marine Science

Kim Piper

- Dean of Education Faculty of Dentistry, Oral and Craniofacial Sciences
- UCAT Trustee
- Health Education England - Training Program Director for Oral & Maxillofacial Pathology. National ARCP and Recruitment member
- Royal College of Pathologists - Chair of Examiners
- Royal College of Surgeons - SAC Member
- International Association of Dental Research - Group Program Chair
- British Society of Oral & Maxillofacial Pathology Executive Committee

Clare Sumner

- Director, Policy for the BBC

Richard Trembath

- Senior Vice President, Health & Life Sciences, Professor of Medical Genetics, Faculty of Life Sciences & Medicine, KCL
- Executive Director, King's Health Partners
- Director & Trustee, The Francis Crick Institute
- Non-Executive Director, King's College Hospital
- Board Director, UK Biobank
- Non-Executive Director, MedCity

- Member, Royal College of Physicians
- Member, Academy of Medical Sciences
- Member, British Society for Human Genetics
- Member, Association of Physicians of Great Britain
- Member, American Society of Human Genetics
- Owner, Apartment 10, Victor Wharf, Clink Street, London, SE1 8DW

Lan Tu

- CEO of Virgin Money Investments, a joint venture between Virgin Money plc and Aberdeen plc (ended Aug 2021)
- Self-employed Consultant
- Board member and Chair of Compensation Committee (from March 2022, WNS Holdings Ltd.
- Non-Executive Director and Senior Independent Director (from March 2022) – Shawbrook Bank Ltd
- Non-Executive Director – Shawbrook Group PLC
- Board Advisor – Mental Health at Work CIC
- Director, Lonsdale Road (Barnes) Management Company Ltd

Stephan Weiner

- Guy's & St Thomas' Trust (GSTT) – Non-Executive Director and Chair of Transformation and Major Programmes Committee (left GSTT Finance Committee in January 2023 and leaves GSTT Board in June 2023)
- King's College Hospital (KCH) – Non-Executive Director and Chair of Major Programme Committee and Finance Committee (left KCH Finance Committee in January 2023 and remains on KCH Board until first term expires in late 2024)
- MediClinic – Non-Executive Director, Chair of Remuneration Committee; Crown Commercial Service - Non-Executive Director, Chair or Audit Committee

[Note: King's has a close working relationship with GSTT and KCH]

Unanimous Consent Agenda

The consent agenda is used to deal expeditiously with routine matters and reports, leaving more time for more strategic discussions. The items included are expected to be non-controversial and unlikely to engender questions. These items, whether for approval or information, are dealt with by a single motion to accept/receive for information. Before taking the vote, 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.

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

Item	Title	Paper	Action
3.1	Minutes of January 2023	KCC-23-03-30-03.1	Approve
3.2	Actions Log	KCC-23-03-30-03.2	Note
3.2	Council Rolling Calendar of Business	KCC-23-03-30-03.3	Note
Report of the Governance and Nominations Committee		KCC-23-03-30-08.1	All to note
8.1	(i) Members' Terms and Search Processes		
Report of the Academic Board		KCC-23-03-30-08.2	All to note
8.2	(i) Research Strategy (ii) Associateship of King's College (AKC) (iii) Academic Workforce Report (iv) Academic Board Committee Reports (v) Other items approved or noted		
Report of the Estates Strategy Committee		KCC-22-03-30-08.3	All to note
8.3	(i) Bush House South-West Wing (ii) Strand Pedestrianisation (iii) Potential GMP1 Facilities Investment (iv) Major Project Status Report (v) Report of the Director of Estates & Facilities		
Report of the Finance Committee		KCC-22-03-30-08.4	All to note
8.4	(i) Integrated Planning Process Update (ii) Pensions (iii) Other Reports Noted		
Report of the Audit, Risk & Compliance Committee		KCC-22-03-30-08.5	All to note
8.5	(i) Enterprise Portfolio Management		

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- (ii) Annual Report of the Chief Procurement Officer
 - (iii) Internal Audit update
 - (iv) External Audit update
 - (v) Risk presentations and discussions: Delivering Strategy 2026; Freedom of Expression

Report of the Fellowships & Honorary Degrees Committee

KCC-22-03-30-08.7

8.7 (iii) Criteria for Fellowship of King's College

To note

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

King's College Council

Meeting date 30 March 2023

Paper reference KCC-23-03-30-05.1

Status Final



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	Notes	Owner	Original deadline	Progress
23-01-18		Social Mobility & Widening Participation	Background information on the strategy & requirements to be provided at a future meeting		Principal	N/A	In progress
22.11.22	5.3	Student Success Transformation Programme	Opportunities for Council to scrutinise the programme implementation		VP (Education)	Throughout 2023	In progress
13.07.22	11.1(v)	Cyber Security Update	That time be found on a future Council agenda for a more in-depth discussion		College Secretary/Chair	N/A	In progress – proposed for July meeting
23/11/21	7.1 (iii)	LIHE	Review of benefits two to three years out against what was promised.		SVP (Operations)	Not due until 2023 or 2024	In progress

Irene Birrell
College Secretary
March 2023

King's College Council

Meeting date 30 March 2023

Paper reference KCC-23-03-30-04.2

Status Final

Council Calendar of Business

Action required

- For approval
 To recommend for approval
 For discussion
 To note

Paper Explanation for Members

<p>Why is this paper being presented?</p>	<p>This rolling forward plan of Council business is presented at each meeting of GNC and Council for information and is intended to provide some guidance as to what members might expect to see on their meeting agendas over the course of the year.</p>
<p>What are the key points/issues?</p>	<p>The functions of Council are defined in the Charter and Statutes and the Ordinances and include, among other things:</p> <ul style="list-style-type: none"> • defining and upholding the university's mission, vision and strategic direction • monitoring the university's progress against agreed goals • establishing management systems and monitoring their effectiveness • ensuring that delegated responsibilities are clearly defined for the university's standing committees • ensuring that the university has effective risk management and internal controls • overseeing the effective and prudential operation of the university • approving and monitoring commercial undertakings <p>The Calendar outlines in broad terms when these matters are discussed at Council over an average year. As they become known, unique proposals (such as capital projects) will be added to the Calendar with estimated timing. The Calendar will be included as a standing information item in each agenda pack.</p>
<p>What is required from members?</p>	<p>To note.</p>

Paper Submitted by:

Irene Birrell
 College Secretary
irene.birrell@kcl.ac.uk

Council Calendar of Business

Strategic discussion

The September meeting was a full-day Away Day. The main theme for this year was the strategy refresh. Time is also set aside for deliberate strategic discussion at the January and May meetings of Council as these are meetings at which the amount of transactional business is minimal.

Council receives regular updates on progress toward goals and objectives of the various elements of the university's strategy.

Regular Agenda Items

Council's work is supported by a number of committees and sub-committees and at each of its meetings will receive reports as appropriate from:

- Finance Committee
- Audit, Risk & Compliance Committee
- Estates Strategy Committee
- Governance & Nominations Committee
- Academic Board
- Fellowships & Honorary Degrees Committee
- Chairs' Committee
- Remuneration Committee
- Staff & Culture Strategy Committee

Council will receive reports and updates on a range of regulatory, compliance and planning matters including among others:

- Ongoing Conditions for OfS
- National Student Survey Results
- Admissions and student number planning
- Safeguarding
- Prevent
- Health & Safety
- Fundraising

Council will annually review:

- Conflict of Interests Policy

Council Annual Agenda Plan

Italicised items are those that are expected to return every year. Meetings shaded in green are intended to be face-to-face meetings while those in blue will normally be held via Teams.

When possible, face to face meetings are held on different campuses with a reception to follow which provides an opportunity for members to meet staff and students across the College.

	Item	Council Action	Submitted By
21 Sept 2022 AWAY DAY Science Gallery	Strategy Refresh	Discuss	Principal & Senior Executives
22 Nov 2022 BUSINESS FOCUS Council Room	<i>Financial Statements</i>	Approve	Finance Committee
	<i>22/23 & 5-year Forward Plan Update</i>	Approve	Finance Committee
	<i>External Audit Report & Management Letter of Representation</i>	Approve	ARCC
	<i>Annual Prevent Duty Statement</i>	Approve	ARCC
	<i>Annual Report of the ARCC</i>	Note	ARCC
	<i>Internal Audit Update</i>	Note	ARCC
	<i>Enterprise Risk Management update</i>	Note	ARCC
	<i>Compliance report</i>	Note	ARCC
	<i>Annual OfS Registration Report</i>	Approve	Academic Board
	<i>Degree Outcome Statement</i>	Approve	Academic Board
	<i>HR Excellence in Research Report and Career Development of Researchers Concordat Action Plan</i>	Approve	Academic Board
	<i>Remuneration Committee Annual Report</i>	Discuss	Remuneration Committee
	<i>KCL/KCLSU MoU</i>	Approve	KCLSU President & Principal
19 January 2023 STRATEGIC Quad	Philanthropy/fundraising	Discuss	Principal & Senior Executives
	Sustainability	Discuss	Principal & Senior Executives
	OfS TEF Return	Approve	Academic Board
30 March 2023 BUSINESS FOCUS Teams	<i>Annual Health & Safety Report</i>	Approve	ARCC
	<i>FKC & Honorary Degree nominations</i>	Approve	FHDC
	Pay and Conditions Annual Report	Note	Remuneration Committee
	Bush House South-West Wing	Note	ESC & FC
	Update on Newcomen Street & Block 9	Note	ESC & FC
	Report on First Meeting of SCSC	Note	SCSC
	RemCom Report	Discuss	Remuneration Committee
11 May 2023 STRATEGIC Council Room	Strategic Topics to be determined	Discuss	Principal & Senior Executives
	September 2023 Away Day agenda	Note	GNC
	Meeting Cycle for the next year but one	Approve	GNC
12 July 2023 BUSINESS FOCUS Bush House	Financial Plan	Approve	Finance Committee
	Research Overheads	Note	Finance Committee
	<i>Fundraising Operations Annual Report</i>	Approve	ARCC
	<i>Fundraising Ethics Review Group AR</i>	Approve	ARCC
	<i>Academic Board Election Results</i>	Note	Academic Board

	<i>Senior team performance & remuneration Annual Report</i>	Discuss	Remuneration Committee
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King's College Council

Meeting date 30 March 2023

Paper reference KCC-23-03-30-06

Status Final



Principal's Report

Action required

- For approval
- To recommend for approval
- For discussion
- To note

Paper Explanation for Members

Why is this paper being presented?	Report from President & Principal highlighting current issues and events and developments since the last meeting of Council.
What are the key points/issues?	Admissions; Strand pedestrianisation; pay negotiations; Industrial Action; Advanced Therapies Good Manufacturing Practice; Staff Changes
What is required from members?	To note

Paper Submitted by:

President & Principal

Principal's Report

Section A - Current topics

Admissions Update

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Pay Negotiations

National pay bargaining through UCEA usually takes place in the spring each year with the pay award being implemented in August. In acknowledgement of the considerable financial challenges colleagues are facing it was agreed that negotiations for this year would be brought forward and take place over January and February. Following talks facilitated by ACAS, UCEA have advised institutions to implement a pay increase of between 5 and 8 percent with a focus on lower paid staff from 1 Aug 2023 with 2% or £1000 whichever is the greater amount, implemented 6 months early in Feb 2023.

Industrial Action

Two of the principal campus unions, UCU (primarily academic staff) and UNISON (primarily administrative staff) are currently in dispute. The disputes are national in nature and relate in both cases to the 2022/23 pay settlement. Additionally for UCU the pension scheme, fixed term contracts and gender and ethnicity pay gaps are part of the disputes. Both have mandates for strike action in place until April. UCU also has a mandate for, and is applying in practice, Action Short of a Strike. The mandate includes the ability to declare an Assessment and Marking boycott, but that has not yet been put into practice.

Three days of strike action were taken by UNISON in late September. Three days of strike action were taken by UCU in late November, with one day being an additional day of UNISON action. UCU have subsequently notified 18 additional strike days. These began on 1 February and are spread throughout February and March.

The impact of UNISON strikes has largely been successfully mitigated. The university has remained open, and staff and students have continued to have access to a full range of facilities and services, with only a small number of minor adjustments to normal offerings required. A greater impact has been experienced in relation to teaching. Mitigations can be more difficult in these circumstances, because approaches such as rescheduling cancelled classes are explicitly targeted by the action short of a strike. It is probable that students will complain about the loss of learning and that many complaints will be upheld. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Staff changes

- **VP (People & Talent) Interim Appointment**
Professor Stephen Bach has been appointed to the role of Interim Vice President (People & Talent) whilst a search is underway for the permanent role.
- **Assistant Principal (Climate & Sustainability)**

To help drive forward our ambitions, Professor Frans Berkhout, Professor of Environment, Society & Climate, has been appointed Assistant Principal (King's Climate & Sustainability) for a 3-year period.

- **Executive Dean, Faculty of Arts & Humanities**

Professor Marion Thain, has been appointed for a new term as Executive Dean of the Faculty of Arts & Humanities (A&H). Marion's new three-year tenure will begin in November 2023.

- **Executive Dean, IoPPN**

Professor Matthew Hotopf has been appointed Executive Dean of the Institute of Psychiatry, Psychology & Neuroscience. Matthew is a Professor of General Hospital Psychiatry, a consultant liaison psychiatrist, and Director of The National Institute for Health and Care Research (NIHR) Maudsley Biomedical Research Centre (BRC).

Section B – President's External Visits/Meetings/Visitors

16th Jan – Net Zero Review Launch with Chris Skidmore MP

24th Jan – Volunteering Fair launch

25th Jan – Academic Leaders Cohort 2 launch

25th Jan – All Staff Forum

30th Jan – Principal's Dinner series – work place

2nd Feb – Russell Group Board meeting

6th Feb – Principal's Dinner – Arts & Culture

7th Feb – London Institute for Health Care Engineering topping out ceremony

7th Feb – Dinner with Rt Hon Pat McFadden MP – Shadow Chief Secretary to the Treasury

10th Feb – Principal's Global Leadership Awards

21st Feb – Michael Abbot celebration lunch

22nd Feb – Princess Anne visit to Cicely Saunders Institute

27th Feb – Blavatnik Family Foundation dinner

28th Feb – Principal's Dinner – King's Business School

7th March – Celebration of Student Support Reception

10th March – Russell Group Away Day

Section C - Media Coverage

- We've had high-profile visits to our campuses, including from the [Rt Hon Stephen Barclay MP, Secretary of State for Health and Social Care](#) who met with scientists from King's, clinicians from King's College Hospital and patients to better understand how the £50m allocated for Motor Neuron Disease (MND) research could be used. King's MND Care and Research Centre is a national centre of excellence for the diagnosis and care of people with the condition. BBC Breakfast ran exclusive coverage of the visit.
- We also hosted the Australian Foreign Minister Penny Wong and the UK Minister of State for the Indo-Pacific Anne-Marie Trevelyan, [who spoke at the launch of our new Indo-Pacific Programme](#) which will bring together experts to navigate complex challenges and shape understanding of maritime security, technology and defence in the region. The visit was covered in a number of media outlets including The Guardian, Bloomberg, The Times, The Australian and the Sydney Morning Herald.
- Researchers from the Institute of Psychiatry, Psychology and Neuroscience [have established a new blood test that could detect Alzheimer's disease 3.5 years before clinical diagnosis](#). This research achieved widespread coverage including in The Independent, the Evening Standard, The National (Scotland), the New York Post, the Daily Mail, the Daily Mirror, Press Association, ABC (Spain), The Hindu, the Press and Journal, the Irish Examiner, the Economic Times and La Opinion.
- Dr Anthony Joseph, a Lecturer in Creative Writing, has [won the coveted TS Eliot Prize for his poetry](#). This news was covered in The Independent, the Evening Standard, the Daily Mail, Press Association, The Guardian, Press and Journal and News-24.fr.

- Dr Ruth Adams, a Senior Lecturer in Cultural and Creative Industries, has worked with Premier Inn [to compile a map of Britain's top ten most culturally iconic locations](#). The research was featured in The Independent, Daily Mail, Daily Express, Daily Mirror, The Sun and The Scotsman.
- A new study from King's researchers has found that [fine particles in the air are associated with higher blood pressure in London teens](#). The study was covered widely in the media including BBC News Online, CNN, The Independent, Evening Standard, Daily Mail, The Times, ITV News and BBC London News. It was also tweeted by London Mayor [Sadiq Khan](#) and [Will Norman](#), London's Walking and Cycling Commissioner.
- Our academics and researchers continue to provide expert commentary and analysis on the war in Ukraine. International coverage includes [TIME](#), [The Economist](#), [Newsweek](#), [The Daily Express](#), [The Independent](#), [Washington Post](#), [ABC News \(USA\)](#), [Daily Mail](#), [BBC News](#), [Associated Press](#) and [Metro](#).

Shitij Kapur, President & Principal
March 2023

Council	
Meeting date	30 March 2023
Paper reference	KCC-23-03-30-07
Status	Final



KCLSU President's Report

Action required

- For approval
 To recommend for approval [use when a different Committee has approval authority]
 For discussion
 To note

Paper Explanation for Members

Why is this paper being presented?	Council receives a report from the King's College London Students' Union (KCLSU) President at each of its meetings; this is the third report of the year.
What are the key points/issues?	<ul style="list-style-type: none"> • KCLSU took part in the Russell Group Students' Unions (RGSU) cost-of-living survey. The survey received 8,800 responses, 404 of which were from King's. • The RGSU survey report reveals significant negative impacts on students' academic performance, mental health, and general student experience. This impact is even greater at King's. • Despite the measures already undertaken by King's, it is clear that more needs to be done to support students to cope with the rising cost of living
What is required from members?	To note the data and analysis of the RGSU cost-of-living survey and comment on the current position and experiences of King's students. To consider how this should impact changes to the academic journey.

Paper Submitted by:

Yasir Khan, KCLSU President

KCLSU President's Report

1. Russell Group Students' Unions (RGSU): Cost of Living Survey

1.1 **Background** - The cost-of-living crisis is having wide-reaching effects; inflation is at a 40-year high and people across the country are feeling its grip. The RGSU report on the cost of living, however, shows that students have been forgotten. Although the government has responded to the crisis with various packages of support, there has been an absence of targeted support for students. Maintenance loans have not risen in line with inflation, the parental threshold for maximum student finance support has been frozen since 2008, and students in halls and Purpose-Built Student Accommodation (PBSAs) have been unable to access the government's energy bills support scheme.

1.2 In January 2023, Russell Group Students' Unions commissioned research into the experience of students during the cost-of-living crisis. The crisis follows the Covid-19 pandemic, Brexit, and a protracted period of austerity. The final RGSU report draws together these findings and reveals a deeply disturbing picture of the struggles that students across the country are facing daily.

1.3 As members of the RGSU, the survey was promoted to King's students by KCLSU through the KCLSU Officer's Update. The cost of living crisis is a key officer priority, as demonstrated by President Yasir Khan's campaign, All We Need. 14 Russell Group Students' Unions took part in the survey, including 404 King's students totalling 4.75% of all 8,800 respondents. Respondents were self-selecting and results were weighted by London vs. non-London respondents. The full report can be found on the RGSU website: <https://russellgroupstudentsunions.org/cost-of-living-report>

1.4 KCLSU has conducted analysis of the 404 King's responses to the RGSU survey. This analysis reveals that across the board, a higher percentage of King's students than Russell Group students as a whole reported the cost-of-living crisis having a negative impact on their academic performance, health, and social wellbeing:

- **99% of King's students are concerned about the cost-of-living crisis.**
- **69% of King's students believe their academic performance has suffered** as a result of the cost of living crisis, while **86% feel their mental health has suffered** and **88% feel their general student experience has suffered.**
- Over 40% of students have had to borrow money more than once to pay for rent or bills, while almost 30% have less than £100 in their savings
- Less than 40% feel confident they can cover their basic living costs.
- Less than half of PGRs feel their stipend covers the basic cost of living, while less than 1 in 10 feel the stipend would allow them to cover the cost of an emergency.
- Less than half of King's students were aware of hardship funds, while 13% had applied.
- Only 31% of students felt they knew how to access advice or help regarding money or finances.
- In terms of the specific impact to Academic Performance:
 - **81% of PGRs feel their academic productivity has suffered due to worrying about money.**
 - Almost 1 in 4 students have considered deferring their studies due to financial worries, while **1 in 5 have considered dropping out**
- In terms of impact to Extracurricular Activities:
 - Over 40% of King's students work alongside their studies to make money, with a mean average of 17 hours typically worked per week by these students.
 - **67% of King's students have stopped taking part in extracurricular activities** due to the cost, while **83% have overall reduced the amount of socialising they do.**

- These findings are consistent with recent findings from the KCLSU Wellbeing team, whose research on improving engagement with marginalised students highlighted perceptions of affordability as an issue.

1.5 Although we have not yet been able to conduct demographic breakdown of King’s-specific data, the RGSU report reveals significant demographic trends that may also be reflected among King’s student population:

- Disabled students, mature students, estranged or care-experienced students, students with caring responsibilities, and postgraduate research students report working more hours per week than the general student population
- **The top five groups who reported they had considered dropping out because they could not afford to continue their studies were:**
 - Care experienced and estranged students.
 - Students with caring responsibilities
 - Disabled students
 - Non-binary students
 - Part-time students
- **The top five groups who reported regularly going without food and necessities were:**
 - Students with caring responsibilities
 - Care experienced and estranged students.
 - Disabled students
 - Students whose parents have no educational qualifications.
 - Black students
- **The top five groups who reported a significant negative impact on their mental health were:**
 - Students with a household income below 25k p/a
 - Disabled students
 - Non-binary students
 - Students whose parents have no educational qualifications.
 - International students
- **The top five groups who reported having stopped taking part in extra-curricular activities because they cannot afford it were:**
 - Students whose parents have no educational qualifications.
 - Students with a household income below 25k p/a
 - Black students
 - International students
 - Disabled students
- Students with caring responsibilities, care experienced and estranged students, and disabled students were significantly less likely than their peers to be concerned about the current cost of living crisis. However, they also reported being significantly more likely to go without food and necessities, lack confidence that they have enough money to cover the basic cost of living, and consider dropping out or deferring due to financial struggles. This demonstrates that for many of these students, concerns regarding being able to financially cope at university are not new, but the current cost of living crisis has exacerbated negative impacts on their academic studies, health, and social wellbeing.

1.6 The table below shows King’s data alongside wider RGSU data, where comparable data points are available for both samples:

Subject	RGSU	King’s
% concerned about CoL crisis	94	99
% regularly going without food or necessities	25	27
% believe academic performance has suffered	54	69

% feel their mental health has suffered	72	86
% confident they can cover basic living costs	50	38
% who have considered dropping out	18	20
% who have considered deferring studies	19	23
% with less than £100 in savings	22	29
% stopped taking part in extracurricular activities	55	67
% reduced amount of socialising	73	83
% aware of hardship funds	49	48
% applied for hardship funds	10	13
% know how to access financial advice	36	31

1.7 Cost-of-Living in relation to Officer Priorities – We know that King’s students are struggling with the staggering cost of living, and are particularly worse off just by attending university in London. As mentioned above, over 40% of King’s students are working while studying (and this is most likely an even bigger figure given that not every King’s student took the survey). This definitively impacts the student journey (late submissions, more MCF requests, absences, lack of engagement) and, inevitably student outcomes.

1.7.1 As of now, KCL does not consider paid employment as a valid Mitigating Circumstance. The student services online site states: “It is your responsibility to manage other commitments so that they do not adversely interfere with your studies.” The site then points students to guidance on evidence and support services. We believe that due to the growing number of students having to take on part time work and the concerns around cost of living, this should be taken into consideration as a valid MC. This has been raised in the MCF Oversight Group as part of possible policy changes in the future. In addition to this, through the President’s cost-of-living campaign ‘All We Need’ the element of reimbursing costs for medical evidence should also be part of this review.

1.7.2 Through the survey it is clear that not every student is aware of the Hardship fund available to them (only 13% have applied). There needs to be more efforts to communicate this, both on the Union’s and University’s part. This is particularly the case for international students, who have been suffering higher fees as well as vulnerability with student housing, which only exacerbates their issues with adjusting academically. The 20 hour cap on weekly working hours – while preventing outright exploitative working hours – also limits the other sources of income that International students can have.

1.7.3 WonkHE recently published an article warning universities of the precarious and possibly exploitative working contracts students may be entering.¹ The gig economy has been known to prey on people desperate for income, and students are no exception. The article states that students know “work is work” and growing inflation rates are causing them turn to various forms of labour such as the gig economy and sex work. Something that many universities, especially KCL should be thinking about in regard to student wellbeing strategy is how to sensitively support and reassure these students without stigmatising them.

¹ <https://wonkhe.com/blogs/are-universities-ready-to-face-the-realities-of-student-work/>

There are several potential reasons why a King's might choose to break down fee installments in such times – both Tuition fee & accommodation

1. **Financial flexibility:** By breaking down the fee installments, the university can provide students with more financial flexibility. This can help students who might not be able to afford a large lump sum payment at the beginning of the semester or academic year.
2. **Better budgeting:** By breaking down the fee installments, students can more easily budget their finances and plan for the upcoming expenses. This can help reduce stress and financial strain on students and their families.
3. **Reduced student debt:** By breaking down the fee installments, students may be less likely to take on additional debt, such as credit card debt, to pay for their education. This can help students avoid accruing high levels of interest and financial burdens after graduation.
4. **Improved retention:** By providing more flexible payment options, King's may be able to improve student retention rates. This is because students who are struggling to pay for their education may be more likely to drop out if they are not able to manage their finances effectively.

Advocating for systemic change: King's College London could use its position of influence to advocate for systemic changes that address the root causes of the cost of living crisis. This could include lobbying government officials for increased funding for higher education, or working with other universities and student organizations to promote policy changes that benefit students.

2. KCLSU organisational updates

2.1 KCLSU elections – KCLSU is currently preparing to run our annual elections, where King's students will be electing the six KCLSU sabbatical officers for 2023/24. Alongside this, elections will also be held for Academic Association committee members, student group committee members, and four KCLSU student trustees. Nominations for the elections have now closed, while voting will be open 27th to 30th March.

Council	
Meeting date	30 March 2023
Paper reference	KCC-23-03-30-10.1
Status	Final



Report of the Governance and Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. 2023 Governance Review ToR [Annex 1]	23 February 2023 and subsequent email circulation	No	Approve
2. Council Members Resources	23 February 2023	No	Note
3. Members' Terms and Search Processes	23 February 2023	Yes	Note

For Approval

1. 2023 Governance Review Terms of Reference

Motion: That the terms of reference of the 2023 Governance Review attached at Annex 1 be approved.

Background:

The Committee considered draft terms of reference at its meeting on 23 February 2023 and agreed that further work would be considered by email circulation prior to the recommendation of the final terms attached at Annex 1. Extensive stakeholder engagement would be a key differentiator for this review compared to previous reviews.

An RFP to engage an external consultant to conduct the review would be issued following Council's approval of the terms of reference.

Final decisions on review process details would be managed with the consultants once appointed.

To Note

2. Council Member Resources

The Committee considered training and resources provided to Council. It noted that offers of training should be mindful of the time already given by governors and should not be compulsory.

It agreed that subscription to electronic reading resources should be offered for members that would like to receive them including the Time Higher Education Supplement and the WonkHE email digest.

A list of campus and organisation engagement opportunities would be provided to members on a termly basis.

3. Members' Terms and Search Processes

The Committee considered the end dates of current independent members' terms of office and issues for upcoming search process based on recent experience.

[REDACTED] The Committee was pleased to note that the quality of candidates wanting to engage was very encouraging and that the ability to identify the current skill set sought for each search was a strength. Staff and student input to the Council member appointment process was very important and those members' participation in the recent searches had been a strength.

King's College London

Governance Review

2023-24

Terms of Reference

1. Introduction

The College Ordinances require that Council conduct a full review of governance every five years, with the next review due in 2023-24. In accordance with the guidance of the Committee of University Chairs¹, the review will be conducted by an independent agent selected through an open call. The process will be overseen by the Governance & Nominations Committee and will include a broad and full consultation with the university community at large, as well as key stakeholder groups. It is anticipated that the review will take six to eight months with a final report to Council planned for January 2024.

2. Objectives and Scope

Council has multiple roles and responsibilities and is accountable to a wide range of stakeholders and organisations both internal and external. As stewards of King's, its primary purpose is to oversee that mechanisms are in place for ensuring effective outcomes in the present, and that the College is making decisions which secure its sustainability and long-term success. The overarching objective of the review will be to examine how the Council and its governance mechanisms support that purpose, focusing on effectiveness in its functioning; as well as accountability and connection with those whom it must serve: the College community, the alumni, the larger communities we serve, government and the regulator.

3. Terms of Reference

3.1 To review the effectiveness of governance and decision making, focusing on:

3.1.1 The structure and composition of the Council, including skills, size and diversity

3.1.2 Processes for member recruitment, appointment/election and induction.²

3.1.3 The committee structure and delegations, terms of reference and their relationship with the Council through which the Council fulfils its regulatory and legal responsibilities.

3.1.4 Governance in areas of significant risk such as key partnerships (health partners, international partners, for example) and major projects (such as the Human Resource system, online education).

3.1.5 The functioning of the Council meetings in terms of agenda, information, conduct and follow through.

3.1.6 The relationships and interplay amongst the various elements of the governance framework: institutional and academic governance; Chair and the Principal; members of Council and the senior executives, including executive deans, as well as formal and informal decision making.

3.1.7 Transparency and communication of decision making, and Council's engagement with the College community.

¹ [The Higher Education Code of Governance](#)

² Items 3.1.1 and 3.1.2 will include consideration of issues raised by the UCU with respect to election of Council members, number of staff on Council, and responsibilities and powers of the Academic Board re individual staff matters

- 3.1.8 The mechanisms that the Council has to stay abreast of the emerging developments and future trends in the HE sector and how these factor into shaping strategy and evaluating options.
- 3.2 To consider the recommendations of the last review and how they have been implemented and incorporated into current functioning and their impact.
- 3.3 In all of the above, the review will evaluate how the Council and its governance mechanisms are in keeping with the guidance of the CUC HE Code of Governance, and the requirements of legislation, the OfS and the Charity Commission. In doing so, the review will draw upon benchmark information from comparator institutions (research-intensive, chartered universities), best practise in the sector worldwide, as well as best practise in the UK public sector governance,

4. Process and Timing

- 4.1 The process will be overseen by the Governance & Nominations Committee, a subset of which will engage directly with the external consultant throughout to ensure that all stakeholders are engaged and to deal with questions of process that might arise. The College Secretary will provide administrative support to the process.
- 4.2 Following approval of these terms of reference an external consultant will be engaged and the review will begin. A full proposed timetable is attached as Annex A.
- 4.3 As part of their remit, the external consultant will engage directly with key stakeholder groups (see Annex B for the initial list) and will establish means by which any member of the university community may provide input to the review. Members of the GNC may attend such meetings to listen and observe.
- 4.4 The GNC may seek advice from other HE governance practitioners and experts as it deems necessary during the review.
- 4.5 The report, along with Council's response and any agreed programme of actions will be made public.

Timeline for the Review

1. At the February 2023 GNC meeting, the Committee will be asked to approve and recommend terms of reference and the process for the review.
2. At the meeting of Council on 30th March 2023, Council will be asked to approve the GNC recommendations.
3. On 1st April 2023, assuming Council has approved the terms of reference and process, a call for RFPs for an external consultant will be issued with a two-week submission window.
4. By 30th April 2023 GNC will have appointed the sub-group and selected the consultant who will meet as soon as possible with the Committee Chair and the subgroup and begin the review process.
5. The consultant will attend meetings of Council and committee meetings as an observer in May, June and July 2023.
6. The consultant will meet with stakeholder groups (see Annex B) and all members of the university community will be invited to make written submissions throughout spring and summer 2023.
7. A draft report outlining key findings and issues will be provided to the Council at its Away Day on 20 September 2023.
8. A final report will be provided to GNC and Council at their meetings of 19 October and 21 November 2023, respectively.
9. The report, along with Council's response and any agreed programme of actions will be made public following the meeting of Council on 18 January 2024.

Stakeholder Groups for Consultation

This is an initial list. Others may be identified as the review develops.

KCLSU

King's 100 – student and staff

Staff Unions

University Executive

One King's Leadership Team

Members of Council

Standing Committees of Council, including the Academic Board

Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Research Strategy	8 March 2023	Yes	Note
2. Associateship of King's College (AKC)	8 March 2023	Yes	Note
3. Academic Workforce Report	8 March 2023	Yes	Note
4. Academic Board Committee Reports	8 March 2023	Yes	Note
5. Other items approved or noted	8 March 2023	Yes	Note

For Note

1. Research Strategy

Academic Board considered an overview of King's current standing in research, its strategy and progress made since the last substantive discussion on research strategy held in October 2021. More regular discussion of specific research issues faced in an ever-changing context will follow.

King's is performing well with an upward trend in research income and the 2022 REF results show it in the top group of UK universities, but could not afford to be complacent. Key external developments were noted, in particular the 'plan B' scheme that had been prepared to address the UK's ongoing inability to complete association with Horizon Europe and the UK Government providing EU awardees with alternative UKRI awards which had been extended for a further three months. The research system in the UK is growing with a national commitment to a 50% increase in funding to £21b in the next three years and tremendous opportunities for industry programmes and King's will need to be agile to take advantage of these, moving to cross-disciplinary collaboration. King's unique advantage is its intersection between the STEM subjects prioritised by Government and the arts, humanities and social sciences that enable maximum effectiveness of STEM.

King's is consolidating areas of strength in its research strategy and remains committed to inclusive research strategy and support. The King's Climate and Sustainability initiative was launched at the end of 2022 and the first call for seed funding is in progress.

The Board noted that the Strategy should address education pedagogic research to remain sector-leading in the field and to minimise the separation of education and research in strategic planning. Education research is submitted to the REF from the Faculty of Social Sciences and Public Policy and from IoPPN, but structures do not currently facilitate showcasing and integrating education research being undertaken across the university. It is difficult for the significant number of staff employed on the education pathway to access resources for education pedagogy work as they are not employed on research contracts, but consideration should be given to a mechanism to recognise and reward those who are doing more than teaching. There are examples of quality improvement in processes for the transition of students into university which do not fit within the research strategy and colleagues were encouraged to report these to the faculty Vice-Deans for Research to bring forward for discussion at College Research Committee.

Members were pleased to note that the restriction to one travel operator had been lifted, a matter that researchers had found particularly difficult. Complex visa issues currently prevent King's from

using grant money for research staff entry and the results of further investigation into this issue will be reported on at the next meeting.

Members were pleased to see reference to research culture and noted that additional resources are being sought to address faculty-specific issues concerning supervisors and postgraduate research students. Progress in this area will be reported back to a future meeting of the Academic Board. The Strategy will continue to enshrine the principal of inclusion. King's will establish a fund for three years to continue the parents and carers funding from the Wellcome Trust that was coming to an end. Conversations are being held with Executive Deans around funding and support and a communications plan.

A significant obstacle to the implementation of the strategy in Arts & Humanities is staff workload and specifically tutoring workload. The Executive Dean of A&H noted that 20 new posts have been approved for the Faculty which will make a step change improvement in the coming year, and staff were encouraged to report workload concerns to their Head of Department. However, it was agreed that, despite reduced student/staff ratios, workload issues remained. A range of factors explain this, including post-Covid hybrid teaching, increased student numbers, students who had missed study catchup, increased support needs of students (the College had seen a tenfold increase in student request for mitigating circumstance considerations), and increased regulatory processes from external environment.

2. Associateship of King's College London (AKC)

The Academic Board received a report on the AKC, its history and how it was changing to best serve the King's Community. The AKC has been taught continuously since the College's foundation in 1829. It is an optional programme in ethics, philosophy, religion and culture open to all King's students and staff. It is run by the Dean's Office, with each series curated by a King's academic on a topic agreed by the AKC Steering Committee.

Participation in the AKC has increased overall although not all Faculties are equally represented. The curriculum has evolved to track the College's strategic priorities and themes are approached in a multi-disciplinary way. Students do not pay anything extra for the AKC, it is available to all and is analogous to all other opportunities offered to all students. AKC recipients are seen to be noticeably proud of the award at graduation ceremonies.

The AKC has evolved in a very sensitive way to the ever-evolving King's, addressing multi-faith and no-faith aspects. It is one of the distinctive features of King's.

3. Academic Workforce Report

Academic Board considered a verbal report from the Senior Vice President Operations made in response to requests for amendments to be made to the report on academic workforce data provided at the previous meeting.

It was reported that King's does not use "Non-Disclosure Agreements (NDAs)" to prevent individuals from speaking out at the conclusion of a contract. King's has stated this as a matter of principle and has signed up to the "Can't Buy My Silence" campaign on this matter. Confidentiality clauses are included for some individuals at the conclusion of their contract, but these are never to stop an individual from speaking about their experience. These are sometimes included at the request of an individual who does not wish their financial or other personal information to be made available or to avoid disclosure of commercially sensitive information – a very common practice in large organisations.

King's complied with employment rights with compliant contracts. A member disputed this and was asked to provide details to the Senior Vice-President of any cases in which this was alleged so that they could be legally reviewed. All decisions made on staffing matters are made in good faith with best intentions for the employee and employer.

There are currently 14 active employment tribunal cases with only three having been heard in the last six months due to a tribunal backlog. The Principal remarked that 14 cases out of 10,000 staff was not indicative of a systemic problem.

King's has staff on fixed term contracts which end routinely and are not seen to be equivalent to dismissals. A member stated his belief that King's should recognise all contract ends as dismissals.

The Chair noted that the discussion could be continued through other channels but was no longer productive within the remit of the Academic Board. The SVP Operations undertook to circulate a written note of his report to all members.

4. Academic Board Sub-Committee reports

Reports approved and noted:

4.1 Academic Board Operations Committee

- (i) Academic Board Election Voting Details (noted)
- (ii) Academic Board Meeting Space Options (noted)
- (iii) Academic Board – Options for Student Elections (noted)
- (iv) Staff and Culture Strategy Committee (noted)

4.2 College Education Committee

- (i) Interruption of Study Framework (**approved**)
- (ii) Proposal for Foundation Certificate Award (**approved**)
- (iii) TEF Final Provider Submission (noted)
- (iv) Proposal for Assessment & Feedback Priority Projects (noted)
- (v) QAA Quality Enhancement of Transnational Education Scheme (noted)
- (vi) Overview of Strategic Programmes Office Projects (noted)
- (vii) Mitigating Circumstances: Update (noted)
- (viii) Student Mind's University Mental Health Charter Award (noted)
- (ix) Exams and Assessments Annual Report 2021/22 (noted)
- (x) Professional Statutory & Regulatory Body activity (noted)
- (xi) Periodic Programme Review: KBS – Finance online (noted)
- (xii) Periodic Programme Review: KBS – MSc in HRM & Organisational Analysis (noted)
- (xiii) Annual Report on Student Conduct & Appeals 2021/22 (noted)
- (xiv) Scheduling of Periodic Programme Reviews 2022/23 for the Faculty of Social Science & Public Policy (noted)
- (xv) Update on the start of Semester 2: 2022/23 (noted)

4.3 College Research Committee

- (i) Research Culture (noted)
- (ii) Environment and Sustainability (noted)
- (iii) KBS Institute for Sustainable Business (noted)
- (iv) Enabling Research Strategy Initiatives (noted)
- (v) Public and Community Engagement with Research (noted)
- (vi) Departure of Committee Chair (noted)

5. Other items approved or noted

- (i) Principal's report on key current matters (Noted)
- (ii) KCLSU President's report (Noted)
- (iii) The Dean's report (Noted)
- (iv) Election of Associates of King's College (AKC) (Approved)
- (v) Report from Council (Noted)
- (vi) International Women's Day (Noted)
- (vii) Philanthropy (Noted)

These pages have been redacted



Report of the Finance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Newcomen Street/Block 9	09 March 2023	No	Approve
2. Champion Hill Equity Release	09 March 2023	No	Note
3. Bush House South-West Wing	09 March 2023	No	Note
4. King's Global [RESERVED]	09 March 2023	No	Note
5. Integrated Planning Process Update	09 March 2023	Yes	Note
6. Pensions	09 March 2023	Yes	Note
7. Other Reports Noted	09 March 2023	Yes	Note

For Approval

1. Newcomen Street/Block 9

Motion: That contracts be exchanged with WAPG as the university's preferred partner for the redevelopment of the Newcomen St and Block 9 Extension buildings as commercially-led and managed incubator facilities, as recommended by the Estates Strategy Committee.

The proposal is to develop the Newcomen St and Block 9 Extension buildings, on the Guy's and St Thomas' campuses respectively, as commercially-led and managed incubator facilities to support the strategy of developing the campuses as centres for life science innovation in partnership with We Are Pioneer Group. The outline timetable leads to the submission of planning applications in September 2023. [REDACTED]

This is a strategic development for King's research. Academic planning had confirmed that the proposals would stimulate commercial and spin out opportunities as sought.

[REDACTED]

For Note

2. Champion Hill Equity Release

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3. Bush House South-West Wing

[REDACTED]

[REDACTED]

[REDACTED]

4. King's Global [RESERVED]

The Principal gave a verbal report on progress made with King's Global. King's Global is the term, used to encompass the whole of flexible education delivery at King's for the future – including classroom, online and all variations of hybrid delivery. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5. Integrated Planning Process Update

The Committee considered the financial position emerging from the Integrated Planning Process and the risks currently being managed by leadership through this process. A locally produced, bottom-up financial plan will cover the next three years and enhance engagement and ownership at faculty and directorate level in order to identify opportunities with realistic expectations and better integration of capital and project planning. The process placed faculties in the lead and central professional service directorates detailed budget setting process will follow in response.

[REDACTED]

The intention is to integrate earnings and expenditure and to make this clearer throughout the organisation. Current key factors are efficiency savings, changes in the student body including a marginal increase in the postgraduate proportion, and research growth. The proportion of programme delivery online will remain at 5% until the new King's Global arrangement is in place.

The final plans will be presented to the University Executive on 8 June 2023 and then to Finance Committee. The budgeting process is live and dynamic.

The Committee was pleased to see that the process is owned by the faculties as well as the centre and that key issues are being identified and reviewed now. Credit is due to all sections of the College for the achievement of this budgeting and performance without any calls to reduce the margin target given the inflation being absorbed. The Government tuition fee cap is set at £9,250 until 2026 and this will mean that a loss will be made on all UK undergraduates in all universities by that time alongside the loss made on the other core activity of research. The only recourse available currently is international student fees. A challenge would be to continue to diversify the student body.

6. Pensions

The USS pension valuation will commence in March 2023 with view to completion by June 2023 and implementation of any benefit and/or contribution changes by April 2024. [REDACTED]

[REDACTED]

[REDACTED]

Finance Committee will receive a breakfast briefing session on the updated valuation including the options around reversing recent pension benefit reforms.

7. Other Reports

The Committee noted the following other reports:

- (i) Principal's Report

- (ii) CFO Report, including:
 - a. Financial Risk profile
 - b. Finance, Procurement and Contracts Directorate development - key activities
 - c. Financial perspective
 - d. Research Excellence Framework and Innovation Funding
 - e. Treasury Update
 - f. Investments Committee
 - g. Development of 5-Year forecast and OfS Reporting
 - h. Audit tender update
 - i. Current financial position Month 6, January 2023
 - j. Pensions
 - k. JV – KHP Ventures Ltd
 - l. CYP programme update
 - m. Financial policies, accounting and tax matters summary
 - n. Staff payments and write-offs
 - o. KCLSU update
- (iii) Quarter 2 Financial Statements Update & Forecast Debt Covenant Calculations
- (iv) Transparent Approach to Costing (TRAC) 2021-22 Return
- (v) Minutes of the Investment Subcommittee

Stephan Weiner
Honorary Treasurer and Chair of Finance Committee
March 2023



Report of the Audit, Risk and Compliance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Annual Report of Health & Safety Services (Annex 1)	14 March 2023	No	Approve
2. External Audit Tender Exercise Update	14 March 2023	No	Note
3. Audit Committee Effectiveness Assessment	14 March 2023	No	Note
4. Enterprise Portfolio Management (Annex 2)	14 March 2023	Yes	Note
5. Annual Report of the Chief Procurement Officer	14 March 2023	Yes	Note
6. Internal Audit Update	14 March 2023	Yes	Note
7. External Audit Update	14 March 2023	Yes	Note
8. Risk Presentations and Discussions: Risks to Delivering Strategy 2026 (Annex 3) Freedom of Expression (Annex 4)	14 March 2023	Yes	Note

For Approval

1. Annual Report of Health & Safety Services

Motion: That the Council approve the annual report of the Director of Health & Safety Services.

The ARCC took the annual report of Health & Safety Services from the Director of Health & Safety. In the 2022 report, the Committee had noted that a number of senior vacancies within the team had been unfilled for a sustained period of time, and this was beginning to pose a serious risk to the College. It was also noted that the College was under threat of prosecution from the HSE, due to a case of occupational asthma. It was, therefore, very positive to find that the Director of Health & Safety was able to report to the March 2023 meeting of the ARCC that all of the senior vacancies were now filled and the risk to the College had substantially receded. It was also very positive to note that the College was no longer under threat of prosecution. However, it had committed to actions which now need to translate into BAU, which is proving challenging and expensive. There are three strands to this: Estates, Faculty and Health Surveillance, and they all need to have some independent input and also work together. Other current risk factors that the Health & Safety Services team are dealing with is an increase in the number of third-party entities on campus. These very often arise from spin-out of research teams and their tracking, monitoring and management has proven to be fragmented. This was reported to be impeding the full rollout of the health and safety management system. Lastly, it was reported that a competency framework was about to be launched across the College, which would focus heavily on training for senior managers. This will build on the experience gained from working with Covid and the HSE investigation.

Annual Report of Health & Safety Services – See Annex 1.

For Note

2. External Audit tender exercise update

The ARCC was able to note good progress in the tender exercise to appoint an external auditor from the start of the 2023-24 Financial Year. Expressions of interest had been received from four accounting firms, and the Invitations to Tender (ITT) were sent to those firms on 15 March. The closing date for bids is 24 April. The assessment of those bids will take place through May and will include presentations to the selection panel from the shortlisted firms. The selection panel consists of the Chair of ARCC, the Chair of Finance Committee, Mr Waseem Malik, who is an independent co-opted member of ARCC, and the Vice-President (Finance). The selection panel will also be supported by the Deputy CFO and the Deputy College Secretary. It will make its recommendation to the ARCC meeting on 6 June and that recommendation will be brought to the Council for its approval at the July 2023 meeting.

3. Audit Committee Effectiveness Assessment

Towards the end of 2022, the Principal facilitated a conversation between the Chair of ARCC and the Chair of the Audit & Risk Committee at the University of Nottingham (UoN) with a view to undertaking a reciprocal peer review of the audit committees. The Chair of ARCC, accompanied by the Deputy College Secretary, attended the Audit and Risk Committee meeting at the UoN in January. They met a number of stakeholders in the committee and offered a short report to the Chair of the UoN Audit and Risk Committee, based on those conversations and the observations made at the committee meeting. A team from the UoN attended the March 2023 ARCC meeting and interviewed a number of stakeholders, with a view to providing a similar report for King's. This report will be discussed with members of ARCC in June and reported to Council at its July meeting.

4. Enterprise Portfolio Management

The Director of Portfolio presented the now-termly snapshot of the portfolio of enterprise projects. The ARCC noted the summary of projects which had been under the oversight of the Portfolio Scrutiny Committee (PSC). The PSC has the objectives of bringing oversight to the portfolio, assessing benefits after project completion and learning lessons from projects which did not go as well as expected. The dashboard view of the portfolio shows the "PGA Majors" which are the most important projects to keep in view, which means that the focus is on 55 key projects currently, rather than the full 600 that make up the portfolio. A reporting tool for Council is currently being built, which will provide members with a snapshot view of the portfolio at Council meetings. Whilst this report, and the process for surfacing it at Council, is being developed the ARCC will continue to share the report of the Director of Portfolio with Council. The current report is attached at Annex 2

5. Annual Report of the Chief Procurement Officer

The Chief Procurement Officer (CPO) reported that some reorganisation had been made in this area during the last year and that the Accounts Payable team were now under her line management. It was felt that it was an important move to achieve sustainability targets and it has brought more control over information and made a positive impact on the rollout of e-invoicing. Some arrangements have been rationalised to bring efficiency, others are being considered. One such area was the use of recruitment agencies, where the implementation of a framework has brought savings of around £4m. The CPO noted that she was doing as much as she could with a small team, but the size of the team brought its own risks in terms of coverage. At the moment, the focus was on training staff locally to be competent purchasers so that the requirement to fully staff the central office was reduced. Thresholds for the intervention of the Procurement Office have also been increased so that the central office is not overstrained. The College has a much smaller Procurement team than some other universities, but this is because King's runs a "self-service" model, so it is important for the model to be properly supported by training in local offices. This means that the central Procurement team can concentrate on the College's big strategic

purchases. The CPO continues to work with local teams in order to hone commercial skills across the entire institution. Objectives are set for Procurement with senior staff and are monitored through the planning process. The ARCC noted the continued improvement in procurement practices across the College and looks forward to an update on the delivery of the objectives for the coming year, which the CPO has laid out in her report to the Committee.

6. **Internal Audit update**

The ARCC received a report from the Director of Risk Assurance on the work undertaken by the Internal Audit team since the last meeting of the ARCC. Nine audit reviews had been completed between November 2022 and February 2023, and a number of others were in the final stages of agreement with management. One review was rated as satisfactory, five had areas which required improvement and two review areas were rated as requiring significant improvement. All findings and remediation plans had been agreed with management and the follow-ups will be tracked. Going forward, the Business Assurance team will provide a more detailed follow-up report to ARCC, starting in June 2023. A principal objective of the Internal audit function over the next year is to work with senior management to develop an effective Board Assurance Framework that will enable us to ensure that we have appropriate controls and processes in place to achieve our strategic objectives. This will aim to map where assurance can be identified against the key risks to the strategy.

7. **External Audit update**

Ms Fleur Nieboer noted that KPMG have issued their final audit report and management letter to the College at the end of November 2022. Everything is now closed on the main audit and audit of subsidiaries. The audit of the accounts restated under US-GAAP have also been completed and signed off by the Chair of ARCC. The relevant reports were on the Knowledge area of the ARCC Teams site for this meeting. Audits of the Theological Trust, US Student Loans and the NCTL funds were drawing to a close. Ms Nieboer also reported that good progress was being made on the planning for the annual external audit in autumn 2023. There were some personnel changes with Mr Carl Van Den Berg joining the King's account but there was continuity on the account also with Ms Nieboer remaining as the Engagement Partner, and Ms Amy Thompson and Ms Erica Chung as the managers.

8. **Risk presentations and discussion**

The ARCC members received presentations on the management of risk relating to the delivery of Strategy 2026 by the Director of Strategy, Planning and Analytics, and on the College's approach to ensuring Freedom of Expression and Academic Freedom from the Senior Vice-President (Academic) and College Chair of the Freedom of Expression Standing Advisory Group (FESAG), which is a collaborative group jointly chaired with KCLSU.

The minutes of these two discussions can be found in the Annexes to this report.

- *Risks to Delivering Strategy 2026 (minute)* – See **Annex 3**.
- *Freedom of Expression (minute)* – See **Annex 4**.



HEALTH & SAFETY SERVICES

HEALTH & SAFETY MANAGEMENT

ANNUAL REPORT 2021-22

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DOCUMENT RECORD

DOCUMENT HISTORY					
ISSUE	REV	DATE	SUMMARY OF CHANGES	AUTH	APP
01	00	19/02/2021	First issue Interim Report 2019-2020	SJ/DS	SJ
01	01	14/06/2021	Final Report including assurance responses from faculties and directorates (section 5.1) 2019-2020	SJ/DS	SJ
02	01	16/02/2023	2020 – 2021 Annual Report	SJ/DS	SJ
03	01	15/11/2022	2021-2022 Annual Report	SJ/DS	SJ
03	02	16/02/2023	Final 2021-2022 Annual Report for ARCC updated with last annual self-assessment report return	SJ/DS	SJ

DOCUMENT STATUS

Issued/~~Pending~~

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1.0 INTRODUCTION

1.1 This report is structured around the best practice model of Plan-Do-Check-Review referenced by Health & Safety Executive, ISO 45001 and other quality management systems. The report covers the period 1 August 2021 to 31 July 2022.

2.0 PLAN

2.1 System Development

2.1.1 The following health and safety management system documents were reviewed and revised during the reporting period.

- Health, Safety & Welfare Policy
 - SP01 Health, Safety & Welfare Policy
 - ToR for Health & Safety Management Group (HSMG)
- Personal Emergency Evacuation Plans (PEEPs):
 - SPR032 Assisted Evacuation
 - F132 Pre-Attendance Disabilities Checklist
 - F133 PEEP Form
- Event Management
 - SPR029 Event Safety Planning
 - F088 Event Safety Plan Level 1 and Risk Assessment
 - F089 Event Safety Plan Level 2 and Risk Assessment
 - F090 Event Safety Plan Small and Risk Assessment
- Asbestos Risk Management
 - SPR020 Asbestos Management Plan
 - F117 post asbestos incident checklist
 - F115 accident investigation form
 - F116 post incident information gathering checklist
- SPR026 Legionella Management Plan
- SDG04 Lab gases and Liquid Nitrogen Stores Design Guide
- GN027 Barbecues on university grounds
- Travel
 - GN08 Travelling abroad on university business
 - F066 Staff Travel Risk Assessment
 - F066 Student Travel Risk Assessment
- COVID Risk Management
 - KRA001 – COVID-19 University risk assessment (archived from June 2022)
 - GN065 COVID-19 Individual Risk Assessment

2.1.2 The following management system documents were authored and approved during the reporting period.

- GN070 Lone working

2.2 Competent Advice & Support

2.2.1 The Director of Health & Safety Services post was advertised externally, and the Acting Director was interviewed and appointed from September 2021. The Acting Deputy Director was interviewed and appointed to Deputy Director of Health & Safety Services in March 2022.

2.2.2 Two senior vacant posts, Head of Fire & Workplace Safety and Head of Workplace Health, were advertised externally in May 2022 and successful candidates were appointed to start at King's in August and September 2022 respectively.

2.2.3 In autumn 2021 Research Management & Innovation Directorate appointed to a new post of RMID Health & Safety Manager. This is a key role with regards to improving health and safety risk management arrangements in the directorate particularly in the Research Platforms areas where there is a need to ensure effective cooperation and coordination with Faculties as users of the facilities.

2.3 Risk Register

2.3.1 In the June 2022 Compliance Report to Audit Risk & Compliance Committee the following aspects were identified under Occupational Health & Safety and Fire Safety:

- Periodic reporting on High Hazard High Regulatory Consequence facilities to SVP Operations and HSMG was introduced
- 3rd party gap analysis of fire safety management arrangements
- Written submission to HSE following Improvement Notice and Notice of Contravention for a case of occupational asthma
- Ongoing evaluation of BSU air handling systems and remediation where necessary as part of university's response to enforcement
- Commencement of a review into arrangements for hosting of 3rd party research organisations
- Strengthening of enforcement and increased focus by HSE on health risk management.

2.4 Leadership

2.4.1 HSMG (Chaired by President & Principal) met in November 2021, April 2022 and July 2022 to review and discuss health and safety risk management performance.

2.4.2 Senior Leadership Forum received update reports in October 2021 and May 2022 (subsequent update reports are now submitted and discussed at University Executive).

4.0 DO

4.1 Health & Safety Executive

Written Submission

- 4.1.1 King's received a formal request from HSE to provide a written submission in response to alleged breaches of legislation. Legal advice was engaged to assist with drafting the document which was submitted at the end of November 2021.
- 4.1.2 Work continued regarding implementation of all aspects of the Action Plan: outstanding matters related to validation (and any necessary remediation) of air handling in all BSUs; alignment of health surveillance processes with both OH providers to meet HSE requirements; and on-going improvement to systems for monitoring compliance with health surveillance and managing reports of ill-health.

Ionising Radiation Regulation

- 4.1.3 HSE has increased its resourcing of ionising radiation regulation and is significantly raising the standard expected for Radiation Risk Assessments as a result of a review by IAEA of UK regulation relating to ionising radiation. This raised standard requires a review and revision of the Radiation Risk Assessment template and process in consultation with the university's Radiation Protection Advisers which will be trialled prior to issue. The new process will require further training and support for Radiation Protection Supervisors for local implementation.

Pressure systems

- 4.1.4 King's had to notify HSE of a maximum permitted delay of 2 months to examination and testing of pressure systems (manifolds and laboratory gas regulators) in the health faculty research laboratories. This delay was possible as King's was advised by its 3rd party competent person that it was safe to do so. Manifolds and regulators in the health faculties are subject to annual combined programme of maintenance & servicing, examination and testing. FoLSM and Procurement worked together to identify a solution to the immediate issue and will liaise to develop a longer-term solution to ensure King's remains compliant.

4.2 Building and Fire Safety Regulation

Fire Safety Act 2021

- 4.2.1 The Fire Safety Act 2021 came into force in May 2022 and clarifies the scope of the Fire Safety Order 2005 to make it clear that the FSO applies to the structure, external walls (including cladding and balconies), and common parts (including individual flat entrance doors) of multiple occupancy residential buildings. It requires Fire Risk Assessments to be regularly reviewed and updated by a competent person taking into account the clarified scope, and to consider whether more in-depth risk assessment of external walls is required. Fire Safety leads in H&SS and E&F Safety & Compliance Team will

collaborate to review the implications of the new legislation for Fire Risk Assessments and the Fire Safety Management Plan.

Building Safety Act 2022

- 4.2.2 The Building Safety Act received Royal Assent in April 2022 and sets out a regulatory regime for management of fire and structural risks in residential/part residential buildings, with particular requirements for “in-scope” high risk buildings (18m or above, fully or partly residential). The Act applies to design, construction and occupation.
- 4.2.3 HSE will be the regulator and building control authority (Building Safety Regulator) for design and construction of in-scope buildings and will oversee safety and performance of all buildings. Part 4 of the Act, relating to in-scope buildings, is retrospective and therefore applies to new and existing buildings. New in-scope buildings will require a Safety Case to be completed and submitted to HSE for assessment before a certificate is issued for occupancy.
- 4.2.4 As with Construction, Design & Management Regulations, the Client is assumed to have major influence over procurement, planning, finance, competences of contractors etc and therefore carries obligations for ensuring effective planning and management before, during and post construction.
- 4.2.5 For existing in-scope buildings, any modification that requires Building Control will require the same approvals and certification by the Building Safety Regulator as new in-scope builds.
- 4.2.6 Registration of existing in-scope buildings begins in April 2023 and must be completed by October 2023. King’s will need to identify buildings that are in-scope and register within the required time period.
- 4.2.7 Updates on the implications of the Building Safety Act for King’s were provided in termly reports to HSMG during the reporting period.

4.3 London Fire Brigade

- 4.3.1 In February 2022 a London Fire Brigade Watch familiarisation visit identified issues with missing and faulty fire doors in tunnels under New Hunts House. The university received a formal request to investigate the issue as a matter of urgency and remediate. Evidence of fire safety risk management arrangements (fire risk assessment, maintenance of fire safety systems etc) was also requested. Information was provided to LFB by E&F Safety & Assurance regarding actions to remediate and fire risk management arrangements. LFB advised that they may return to carry out an audit but no further communication was received.

4.4 Environment Agency and CTSA

- 4.4.1 Environment Agency and Counter Terrorism undertook their annual on-site inspection of Irradiator facilities and cyclotron and radiochemistry facilities. One notable issue was raised relating to failure to relocate a PIR sensor during refurbishment work at one of the irradiator facilities.

4.6 Home Office

- 4.6.1 The Home Office project to promote the replacement of caesium gamma irradiators with X-ray generators in healthcare and research was paused during COVID but is expected to recommence in October 2022. A paper has previously been discussed with SVP Operations setting out King's options for engaging with the project.

4.7 Risk Management

New Containment Level 3 Laboratory and Schedule 5 Pathogens & Toxins

- 4.7.1 The project continued to face challenges regarding commissioning associated with the level of complexity of the facility and associated plant, the location and limited size. Line management and oversight was transferred to Research Platforms in RMID who held regular meetings of key stakeholders to drive the project forward. A CL3 Manager was recruited at the end of the reporting period to provide competent and professional leadership with regards to operational planning and management. Discussions were held with Human Resources with regards to processes for enhanced vetting of researchers who plan to work with Schedule 5 pathogens and toxins.

BSU facilities and Approved Areas

- 4.7.2 A key aspect of the action plan in response to HSE enforcement was to employ a specialist consultant to undertake a validation of the air handling systems in all BSU facilities as this (in conjunction with local exhaust ventilation, administrative controls and PPE) is a key means of minimising and controlling airborne animal allergens. The validations identified shortcomings (to lesser and greater extents) in a number of BSU facilities for which short term and longer term remedial actions have been identified.
- 4.7.3 RMID Health & Safety Manager, in collaboration with Faculty Safety Managers and Health & Safety Services, started work on a risk prioritisation checklist and a Code of Practice template for management of Approved Areas.
- 4.7.4 Health & Safety Services, RMID Health & Safety Manager and Director of Biological Services collaborated with King's College Hospital to revise the Occupational Health Standard Operating Procedure for Health Surveillance in line with KCL written arrangements (SPR047) and HSE guidance.

Public Health

- 4.7.5 The University continued to respond to changing government guidance and maintained liaison with local authority Public Health with regards to mitigation of the risks and monitoring case numbers associated with COVID on campus and in residences. In line with the government's roadmap, specific COVID risk mitigations were archived in June 2022 (with the exception of travel which were archive at the end of August).
- 4.7.6 In recognition of the increased risk to its community of seasonal flu arising from periodic lockdowns, the university purchased corporate flu vaccination vouchers for those staff not eligible for the vaccination

from NHS. King's Health Centre promoted and provided PHE recommended vaccinations to new students during Welcome Week.

- 4.7.7 King's chose to retain some of the good practice mitigations developed in response to COVID and translate this into a Healthy Campus Framework. The Framework includes promotion of hand and respiratory hygiene, staying away from campus when unwell and reporting sickness, providing means of cleaning shared furniture and equipment, encouraging vaccination take up (provision of corporate flu vouchers and Welcome Week vaccinations). The Individual Risk Assessment guidance has been retained and will be reviewed and revised (to focus on those deemed by NHS to be at Higher Risk) as part of a Health Risk Management arrangements gap analysis to be undertaken next academic year.

Evacuation and First-Aid

- 4.7.8 A small working group chaired by DVP(Operations), members included representatives from faculty, Estates & Facilities and H&SS met in April 2022 to discuss emergency arrangements on campuses, primarily first aid provision and evacuation management in the hybrid working environments and out of hours. Revised First aid needs assessment arrangements have been agreed and a standard is due for publication. Evacuation management has proved more complex and continued into the following academic year, although final revised arrangements are expected before the end of the 2022 calendar year.

Accident/Incident Management System

- 4.7.9 During the reporting period King's transitioned to a new Accident Management System. The new system enables faculties and directorate Tier 1 Investigators to retain ownership of notifications (if, in the event of a significant incident, they wish to direct the investigation), reallocate to a Local Investigator or reallocate to another Tier 1 Investigator if investigation and remediation of the incident is the responsibility of another faculty/directorate (for example, premises related incidents).
- 4.7.10 Health & Safety Services published guidance on using the new system to submit incident notifications along with an e-learning course on WorkRite about incident investigation (investigation process and how to input findings on the system) for Tier 1 and Local Investigators.

Display Screen Related activities

- 4.7.11 King's extended short-term assistance from Posturite for case management support to an ongoing provision to local DSE Assessors for issues raised through the WorkRite workstation self-assessment that are difficult to resolve (periodic or persistent discomfort related to DSE activities or existing health conditions impacted by or impacting DSE activities).
- 4.7.12 An analysis of issues raised via the workstation self-assessment process indicated that 30% of staff issued with laptops in line with new hybrid working may not have appropriate accessories to avoid discomfort during prolonged DSE work. H&SS is exploring with IT means of improving awareness of the importance of remediating issues in a timely manner and proactively issuing appropriate laptop accessories.

Students with complex needs

- 4.7.13 Head of Student Disability presented a paper to HSMG in July 2022 outlining significant challenges with regards to identifying and implementing suitable emergency arrangements (first-aid and evacuation) for students with complex health conditions and disabilities and requesting the establishment of a working group of key stakeholders to develop a process for timely evaluation of needs and provision of advice to the university and student as to whether the student's needs can be safely and effectively accommodated.

4.8 Cooperation and Coordination

Internal – Cryogen user group

- 4.8.1 A pan-university cryogen user group was established by H&SS and FoLSM to share concerns, lessons learned from incidents and good practice across the health and science-based faculties. One of the first topics the group is addressing is review and implementation of a BOC on-site managed service as a means of improving compressed gas and cryogen safety.

GSTFT

- 4.8.2 King's and GSTFT have an existing memorandum of understanding (MoU) for cooperation and coordination on health and safety matters. The changes over time to both organisations has highlighted a need to review and revise the associated document and the associated terms of reference for periodic meetings to update the content. In association with this King's is developing a due diligence checklist which has been welcomed by GSTFT Head of Safety.

KCH and SLAM

- 4.8.3 King's and King's College Hospital (KCH) have for some years been successfully undertaking meetings of a fire safety team under the chair of the FoLSM & IoPPN Faculty Technical Operations Manager to fulfil our cooperation and coordination responsibilities with the Trusts. The team comprises representatives from both King's at faculty level, estates & facilities and fire/health & safety adviser/officers and KCH compliance and fire safety adviser/officers. The success of the team has led to the expansion of the group to include the South London and Maudsley Hospital fire safety adviser.

KCLSU

- 4.8.4 H&SS liaised with KCLSU to define cooperation and coordination arrangements. Shared responsibility and a closer working relationship is planned with anticipated meetings between H&SS Head of Fire & Workplace and the new KCLSU Head of IT and Space (with a remit for health and safety) who will have a person with responsibility for health and safety within their team.

3rd party research organisations on site

4.8.5 During the year a working group under the Portfolio Director was set up to investigate arrangements for hosting 3rd party research on campus. There are several disparate aspects to the accommodation of third-party research on site which need to be clarified and coalesced into a standard, centralised and clear process. This group has met regularly and is, as required, inviting key stakeholders to the meetings to ensure all aspects of existing processes are understood,

4.9 Training

4.9.1 Appendix A shows completion of mandatory eLearning courses i.e. Induction, Wellbeing Awareness, Fire Safety Awareness and Agile Working

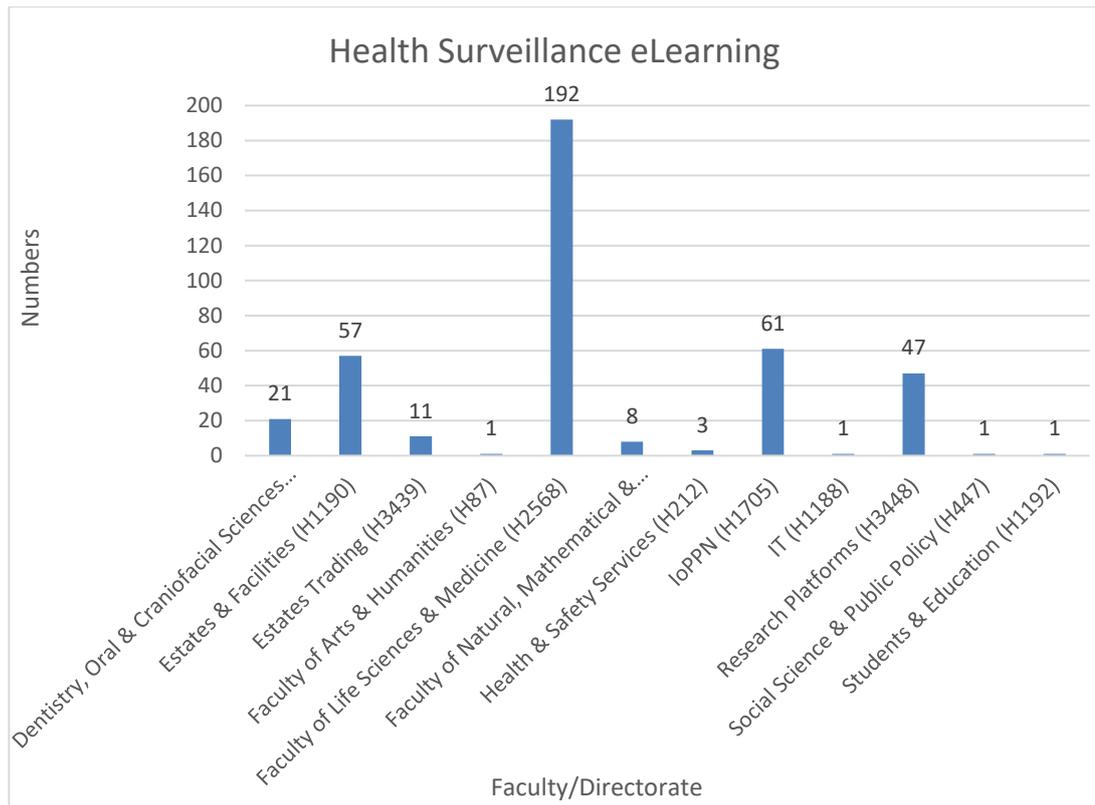
4.9.2 The average percentage rate for the university for Induction and Wellbeing Awareness is 63% and 51%. Only 27% of faculties and directorates have an induction completion rate above 80% and only 8% with a Wellbeing Awareness completion rate above 80%.

4.9.3 Agile Working includes the DSE self-assessment and is mandatory for staff who habitually use DSE for periods of one hour or more on a regular basis. This means the expected overall completion rates will depend upon what percentage of staff each faculty or directorate has that fit the habitual use requirement.

4.9.4 There are 398 Client Managers on the Workrite system covering the Faculties and Directorates of the university with the ability to run completion reports for their departments or faculties. H&SS published guidance for Client Managers on how to create, save and run reports.

4.9.5 With the launch of the new Accident Management system in late November 2021, H&SS published E-learning for those with Investigator status on the system in November 2021. All faculties/directorates have either a tier 1 (faculty/directorate) investigator or a local investigator. The charts below show the numbers of investigators by faculty and the numbers that have completed the eLearning training.

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- 4.9.7 The health surveillance eLearning course is about health surveillance under the control of substances hazardous to health (COSHH) regulations and directed at those people who work with, or are at risk of exposure to, substances that cause diseases such as asthma and dermatitis. The uptake is therefore expected to be seen in faculties and directorates where staff may be exposed to these risks.
- 4.9.8 An updated Fire Safety awareness course was published in April 2022, which is why the chart in Appendix A1 shows completion rates for both the old course and the new one as the course has a 2-year refresher frequency. Whilst staff will receive an automatic reminder 2 years after they have completed a course, it is advised that all staff should complete the new course sooner rather than waiting for an automatic reminder. In the next reporting year only the new 2022 completion rate will be reported.
- 4.9.9 H&SS continues to deliver some internal H&S training via Microsoft Teams to retain flexibility to deliver to those that may find in person attendance at a venue a challenge. During the reporting period bespoke courses have been delivered in response to accident investigation lessons learned e.g. COSHH for the Chemistry department. First aid training continues to be delivered through our external provider and increasing numbers of 1-day emergency first aid courses have been delivered in response to requests from low-risk areas of the university. According to H&SS [first aid responder](#) available to all of King's there are 528 first aiders (both full first aiders and emergency first aiders) and 447 of them have returned to campus.

5.0 CHECK

5.1 Audit

- 5.1.1 The H&SS HASMAP audit programme was suspended during 2021-22 due to the vacancies in the H&SS team combined with the additional demands arising from the impact of the COVID-19 pandemic.
- 5.1.2 A wide review of laser safety risk management arrangements and compliance in collaboration with Faculties was prompted by HSE inspections and enforcement activities at other higher education institutions. The review was on-hold during the pandemic and has recently been reinstated – work is on-going.
- 5.1.3 Internal review of 3rd party gap analysis of fire risk management arrangements was paused in order to address the urgent concerns relating to the impact of the new Ways of Working on effective emergency evacuation and legal compliance.
- 5.1.4 The university's contracted Dangerous Goods Safety Adviser (DGSA) undertook an annual audit of arrangements for packaging and transport of dangerous goods (including for waste disposal). King's transports dangerous goods between campuses for research purposes and consigns dangerous goods for the purposes of service provision, research collaboration and hazardous waste disposal. The audit findings indicated that, on the whole, King's was complying with its statutory duties and, provided that it continued to pay necessary attention to these duties, no significant issues should arise. Matters that were identified during the audit were communicated to the relevant departments for remediation.

5.2 Accident/Incident Reporting

- 5.2.1 Chart A2 gives an overview of the accidents/incidents reported over this reporting period.
- 5.2.2 Chart A2 indicates that the simplified reporting on AMS has resulted in more near miss reporting. During this reporting period hazard spotting and near miss/property damage notifications have been combined under near miss/property damage, in 2023 a separate hazard spotting notification will be launched which should improve the quality of the data.
- 5.2.3 Guidance on using the new Accident Management System (AMS) has continued to be developed following publication on the launch of the new system. It is available from links via the H&SS web and SharePoint sites. Frequently Asked Questions were added in February 2022 and PowerBI for Tier 1 investigators to be able to see an overview of their faculty/directorate notifications.

Notifiable and Significant Incidents

- 5.2.4 Over the reporting period 9 incidents were notified to regulators.
- 7 RIDDOR notifications to HSE:
 - 3 Dangerous Occurrences (uncontrolled release of a hazardous substance),
 - 3 "over-7 day" injuries (2 musculoskeletal, 1 infected puncture wound),
 - 1 major injury (slip leading to loss of consciousness).

- 1 incident notified to Environment Agency (inappropriate disposal of solid radioactive waste).
- 1 incident was notified to Office for Nuclear Regulation (mis-consignment of radioactive material by the manufacturer) notified as courtesy but not the responsibility of KCL.

5.2.5 1 musculoskeletal “over 7-day” injury was notified to HSE by a contractor carrying out work on site.

5.2.6 There were 2 significant incidents during the reporting period:

- Musculoskeletal pain and discomfort related to a repetitive activity in a diagnostics laboratory. A diagnosis and opinion from OH was not achievable before the individual’s contract of employment ended (with the closure of the facility).
- The university was informed by its Counter Terrorism Security Adviser of an issue that had come to light. The matter was investigated and resolved, and a lessons learned process instigated.

5.3 Fire alarm activation and fire related incidents

5.3.1 Charts in Appendix A3 show the fire alarm activations for the academic year 2021/2022 and the fire brigade attendance during that period. The causes of the majority of alarm activations in both academic buildings and residences were due to cooking and contractors.

5.3.2 There have been 3 fire incidents during this academic year, one near miss fire and two minor fires. The near miss fire was a result of smoke from burnt paper in the corridor of a self-contained flat at Stamford Street residences which activated the smoke alarm. The cause of this burnt paper was not determined.

5.3.3 The two minor fires consisted of a cooking incident in Great Dover Street residences which resulted in the occupant of a flat being treated for smoke inhalation and minor burns by a paramedic, and a small fire outside of the fire exit door to the mortuary in Tabard Yard at Guy’s campus behind Henriette Raphael which left no significant damage to the door. An unknown individual was seen in the vicinity on CCTV, but no other evidence was available.

5.4 Health Surveillance

5.4.1 417 individuals attended for health surveillance during the reporting period. During this period, 3 individuals were assessed by Royal Brompton & Harefield Trust and diagnosed with laboratory animal allergy (none were diagnosed with occupational asthma and were, therefore, not notifiable to HSE under RIDDOR). When an individual reports symptoms that are suspected to be related to laboratory animal allergens, occupational health advises that the individual is fit with restrictions or unfit (according to agreed health surveillance SOP) and provides interim advice to the line manager and individual on additional precautions to be taken. On receipt of a diagnosis from Royal Brompton Occupational Health reviews and revises their advice as necessary and is required to hold a case conference with the individual, their line manager/supervisor and the faculty/directorate health and safety adviser to confirm risk management arrangements.

5.6 COVID self-isolation reporting

5.6.1 King's continued to require staff and students to report when they tested positive for COVID-19 until the end of Step 4 of the Government Roadmap (June 2022). Guidance on reporting of outbreaks changed during the reporting period: outbreaks on campus did not have to be reported to local authority public health teams unless were difficult to manage. Outbreaks in residences continued to be notified to local authorities due to the greater likelihood of transmission. Chart A6 in Appendix A displays the trend in positive cases from August 2021 to June 2022. Requirement by King's staff and students to notify self-isolations was retired in June 2022. A screen shot of the Self-isolation PowerBI developed during the pandemic (with the assistance of the Data Services Manager in King's Service Centre), used by the Covid-19 Silver Team to monitor and report on self-isolations is also in Appendix A6.

6.0 REVIEW

6.1 Faculty and Directorate Annual Assurance Review

- 6.1.1 A 100% response rate (24/24) was reported for this reporting year (with one late return). Appendix A4 and A5 record the returns and overall responses from faculties and directorates.
- 6.1.2 33% of faculties and directorates reported investigations taking more than 30 days to investigate. Reasons given included identification and training of local investigators, waiting for other directorates to respond (reallocated notifications) and investigator resource.
- 6.1.3 Further information provided in the feedback included risk concerns over the condition of the buildings that some office-based faculties occupy and H&S local arrangements for small directorates with office-based activities who now share hot desking areas (such as Lavington Street) where a more 'building community' approach may be favourable than the current 'individual directorate' local arrangements. The feedback from these returns is now being reviewed by H&SS.

6.2 Continual Improvement

- 6.2.1 Where faculty/directorate annual review responses have indicated gaps in their current management of health and safety faculties and directorates have provided information of how they intend to put improvements in place. H&SS will use the feedback relating to local arrangements, recognising ways of working (WoW), in their planned review of local arrangement guidance and templates due in the forthcoming academic year.
- 6.2.2 With the recent appointment of the Head of Workplace Health, key stakeholders will be consulted with regards to drawing up a new Technical Specification for Occupational Health services in order to run an invitation to tender in early 2023. A gap analysis of the university's written arrangements and published content relating to health risk management will also be undertaken in terms of legal compliance and best practice with the aim of drafting a strategy for continual improvement.
- 6.2.3 At present, the risks arising from lone working, and emergency response, are managed via administrative controls (sign-in/sign-out, telephone check-in/check-out, etc). A new technical solution to

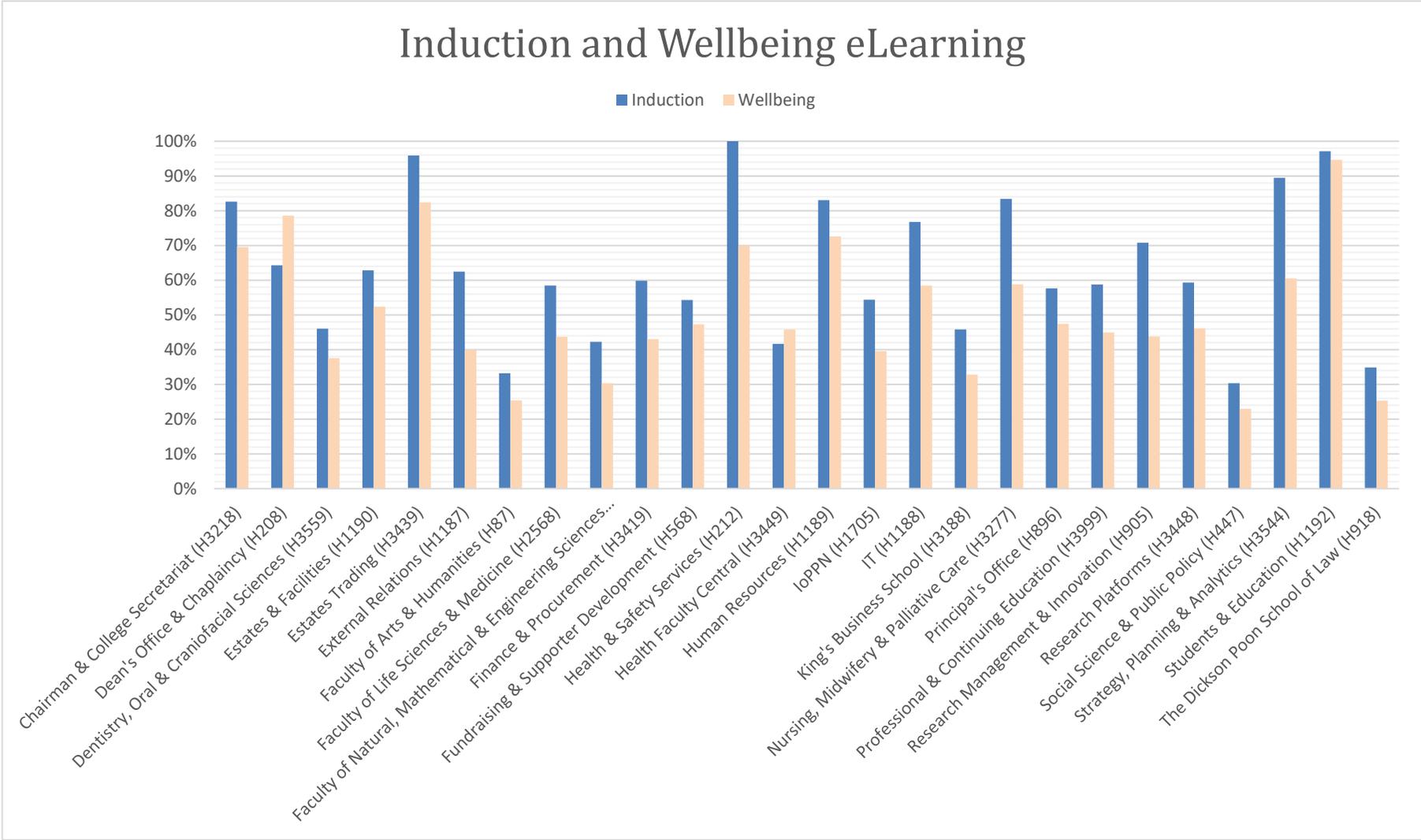
management of risks associated with lone working both on and off-campus is being procured via an IT managed project with input from stakeholders in faculties and directorates. This technical solution will enable King's to demonstrate its compliance with the Management of Health & Safety at Work "Principals of Prevention" that set out a hierarchy of measures to be followed when identifying appropriate means to control risks in the workplace. The solution is expected to be procured late 2022 and mobilised via a phased introduction in January/February 2023.

- 6.2.4 As mentioned earlier, pan-university cryogen user group is reviewing a proposal from BOC for an on-site managed service to improve risk management arrangements for delivery and transport of cryogenics and laboratory compressed gas cylinders.
- 6.2.5 As mentioned earlier, work has begun on reviewing and revising Radiation Risk Assessment written arrangements in consultation with the university's RPA services to develop a more thorough process and template in order to meet the more stringent requirements anticipated from the regulator. Additional training will be necessary for local Radiation Protection Supervisors to facilitate implementation of the revised arrangements.
- 6.2.6 As mentioned earlier, hazard spotting will be added as a notification on the new Accident Management System early 2022/23. Hazard spotting will not require an investigation, but actions can be added to the system to record what remedial measures have been taken.
- 6.2.7 The university's response to COVID-19 and the HSE enforcement activity highlighted that the university has inadequate arrangements for operational oversight and assurance (both centrally and locally) of its risk management arrangements. Documentation and data are fractured across various SharePoint sites, webpages and servers making it difficult for Health & Safety Services and Faculty/Directorate health and safety managers/coordinators to monitor compliance and share best practice. An IT project has commenced to procure an off-the-shelf cloud-based health and safety management system that can host health and safety data and documentation (and receive/push feeds to other related systems) in a secure manner to provide a simpler and more effective means of managing health and safety risk.

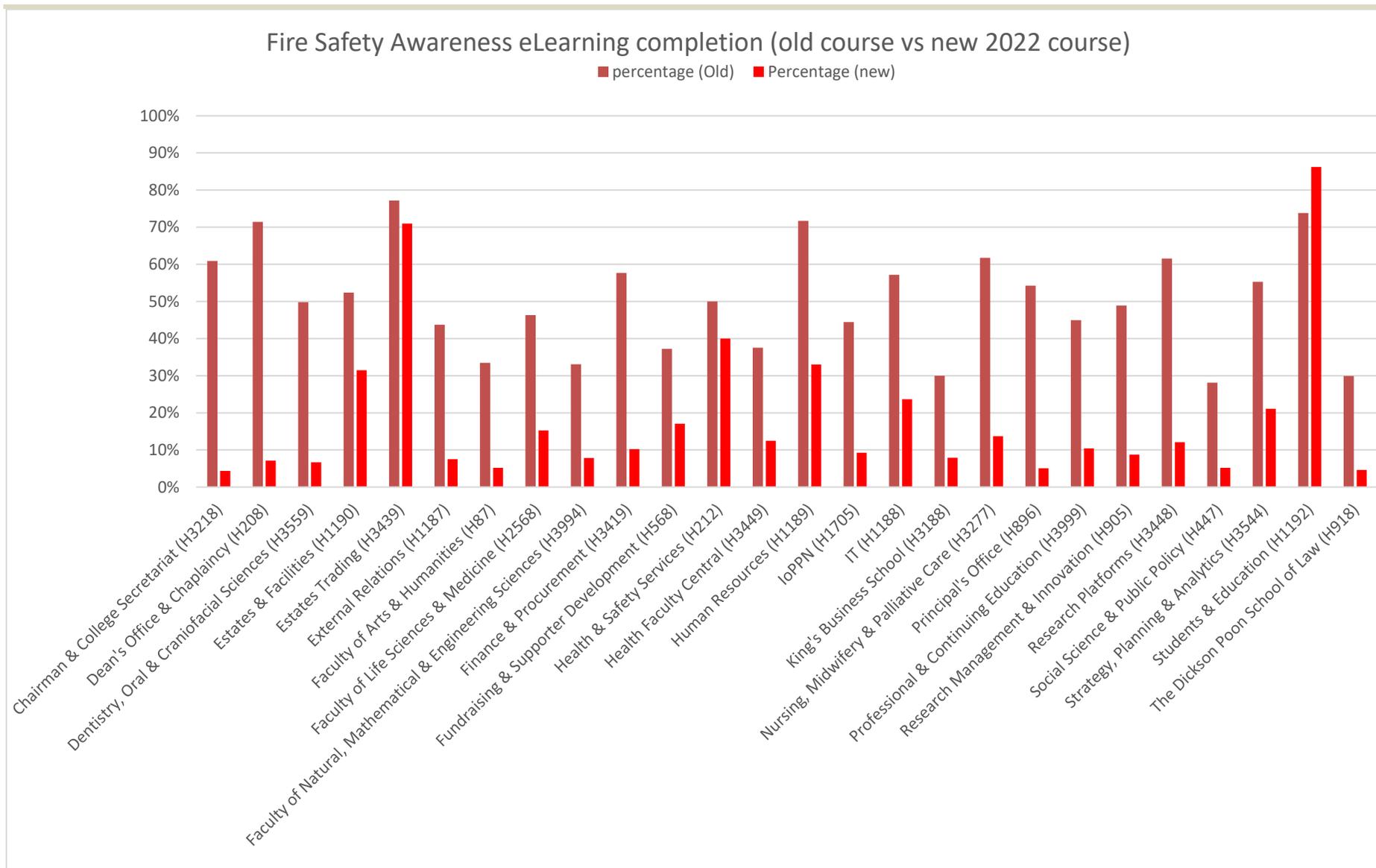
APPENDIX A CHARTS

- A.1 Completed mandatory e-learning courses 2021 - 2022
- A.2 Accident/illness Statistics - Comparison between the total number of work-related near miss, illness and injuries in 2021/22
- A.3 Fire Alarm Number of Activations per Month (August 2020 - July 2021) and fire brigade attendance
- A.4 Charts for Faculty and Directorate Annual Assurance Returns
- A.5 Responses to Annual Self-isolation Health & Safety Returns
- A.6 Self-isolation reporting Aug 2021 – July 2022

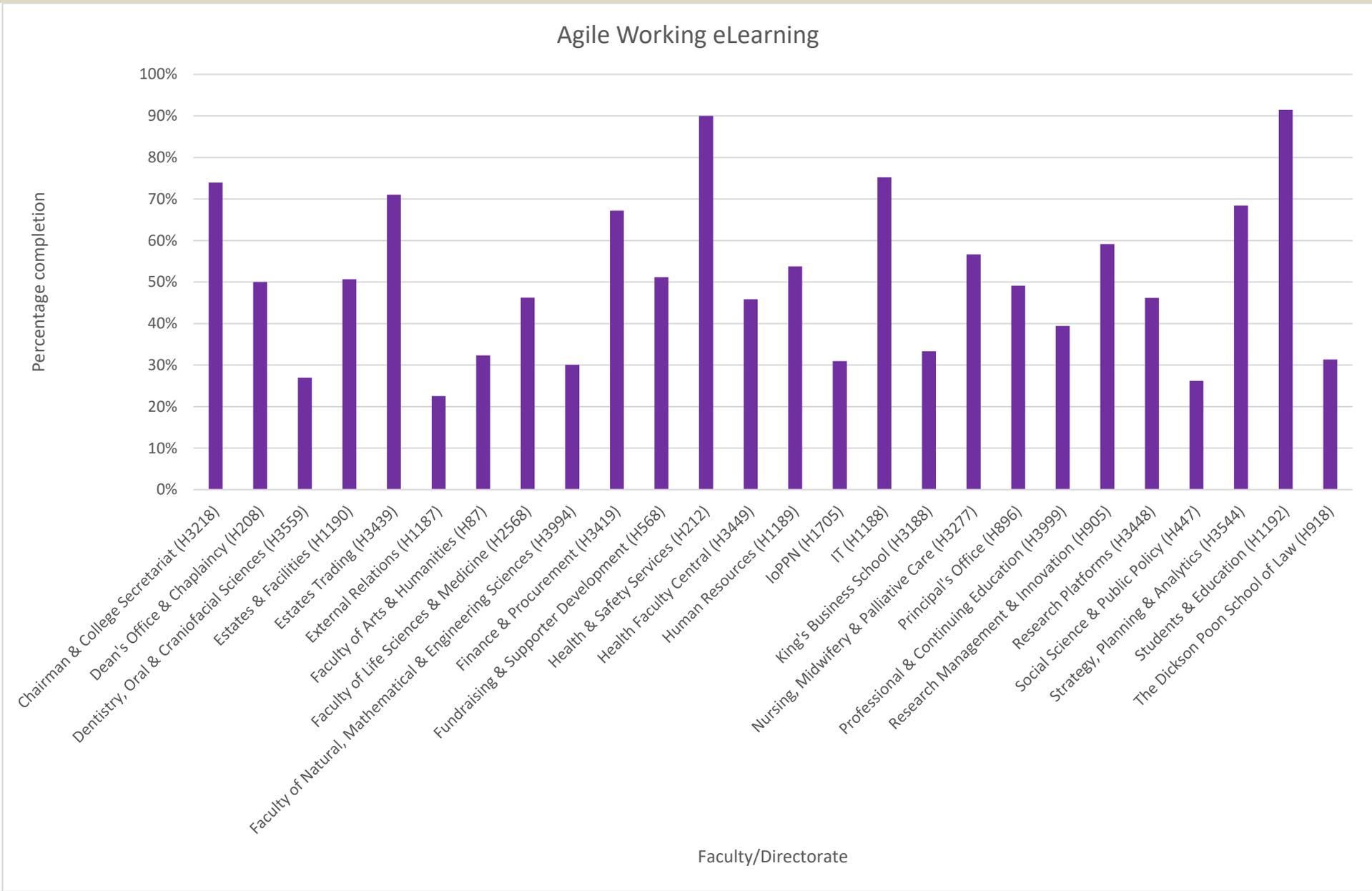
A.1 Completed mandatory e-learning courses 2021 - 2022



HEALTH & SAFETY SERVICES ANNUAL REPORT 2021-22

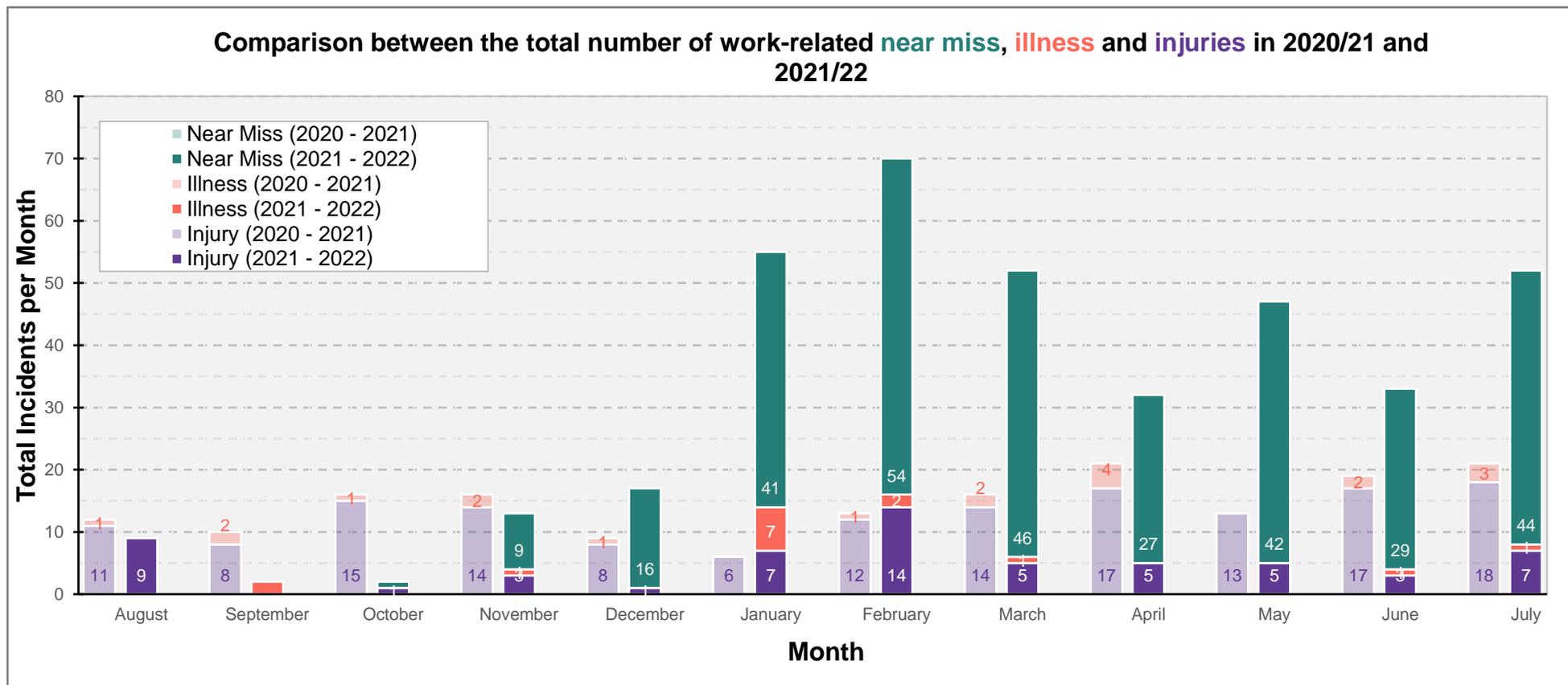


HEALTH & SAFETY SERVICES
ANNUAL REPORT 2021-22



HEALTH & SAFETY SERVICES
ANNUAL REPORT 2021-22

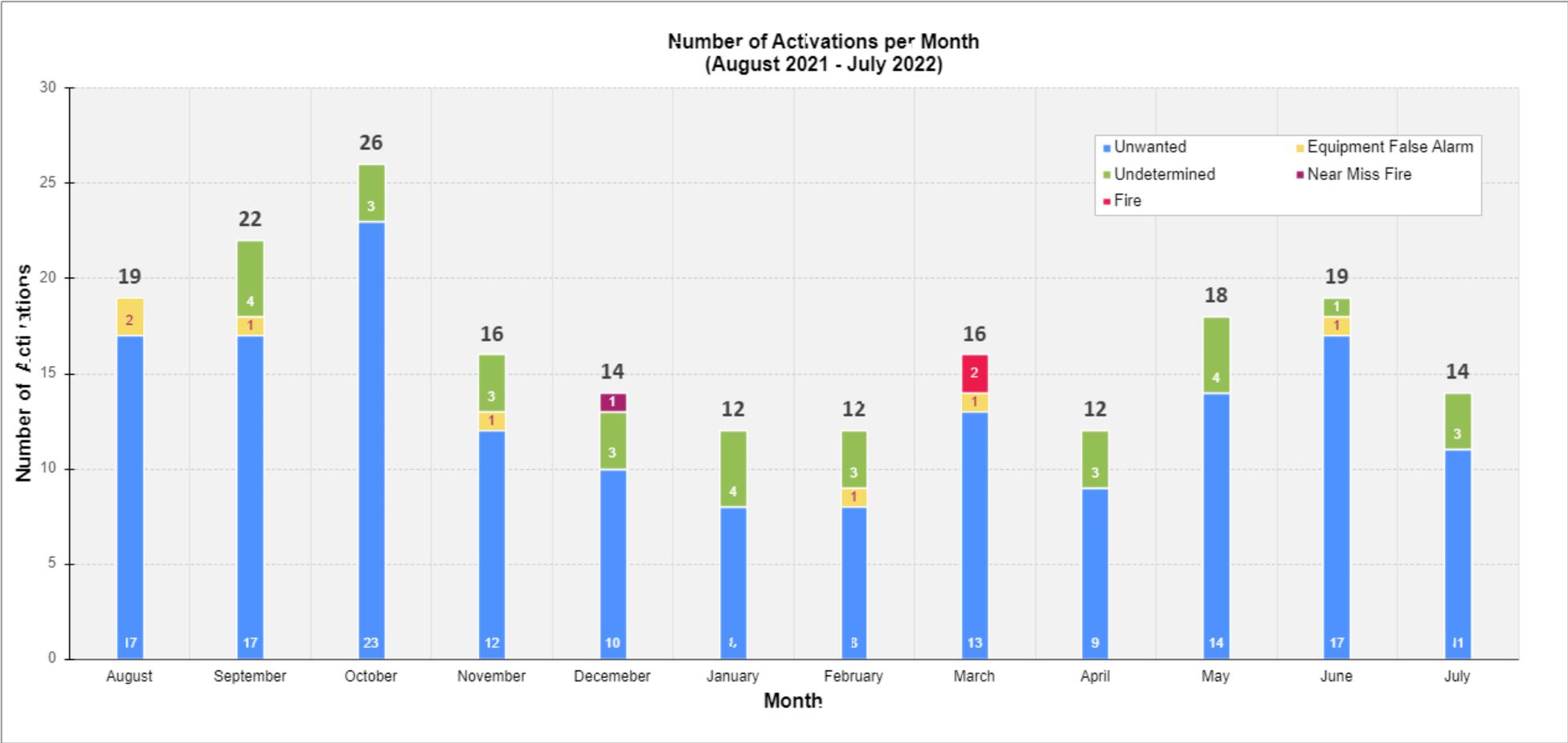
A.2 Accident/illness Statistics - Comparison between the total number of work-related near miss, illness and injuries in 2021/22

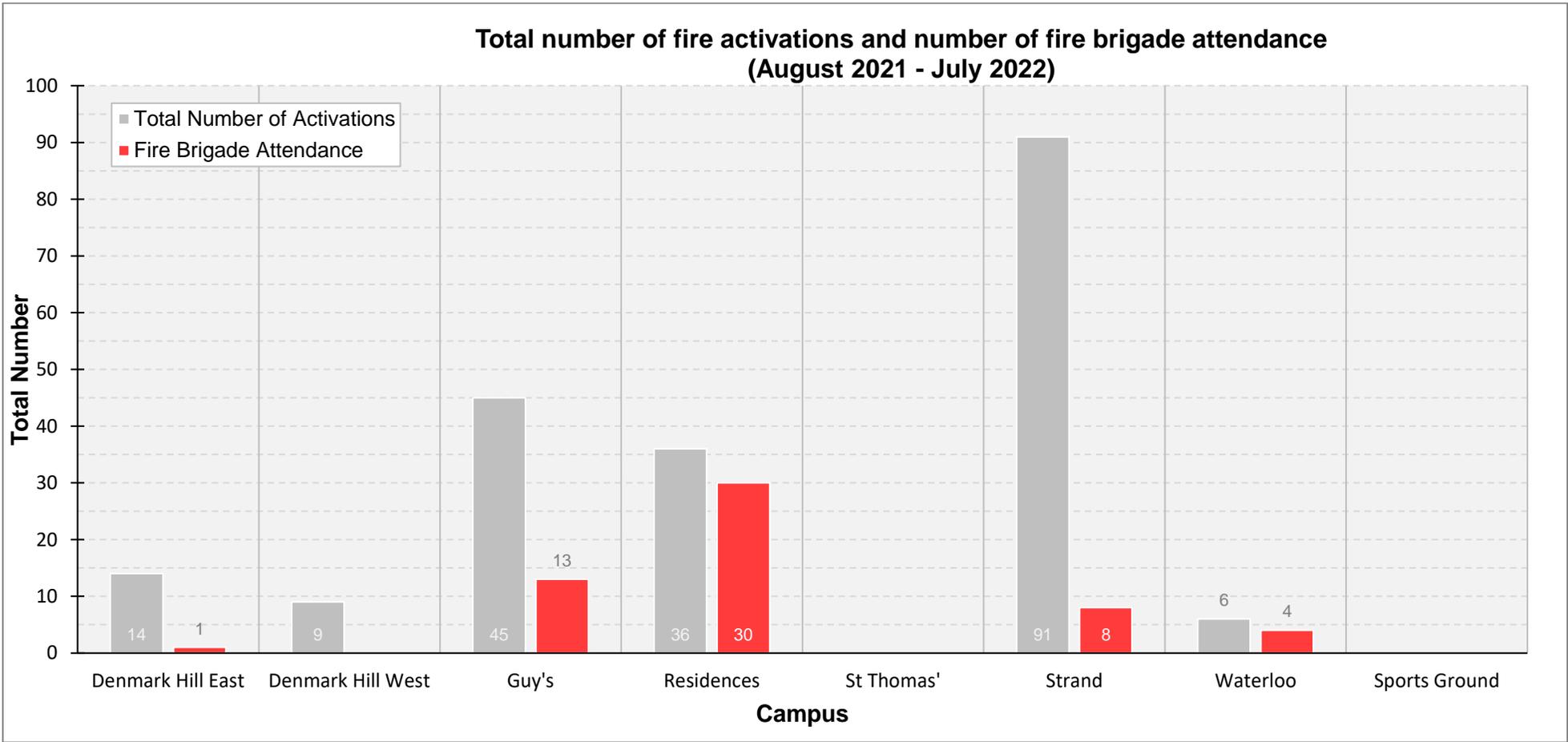


Note - Near misses reported on the AIRSWeb system in the first part of the reporting period were identified as 'not work related' and do not show on this graph. The new AMS system launched in November 2021.

HEALTH & SAFETY SERVICES
ANNUAL REPORT 2021-22

A.3 Fire Alarm Number of Activations per Month (August 2020 - July 2021) and fire brigade attendance





HEALTH & SAFETY SERVICES
ANNUAL REPORT 2021-22

A.4 Charts for Faculty and Directorate Annual Assurance Returns

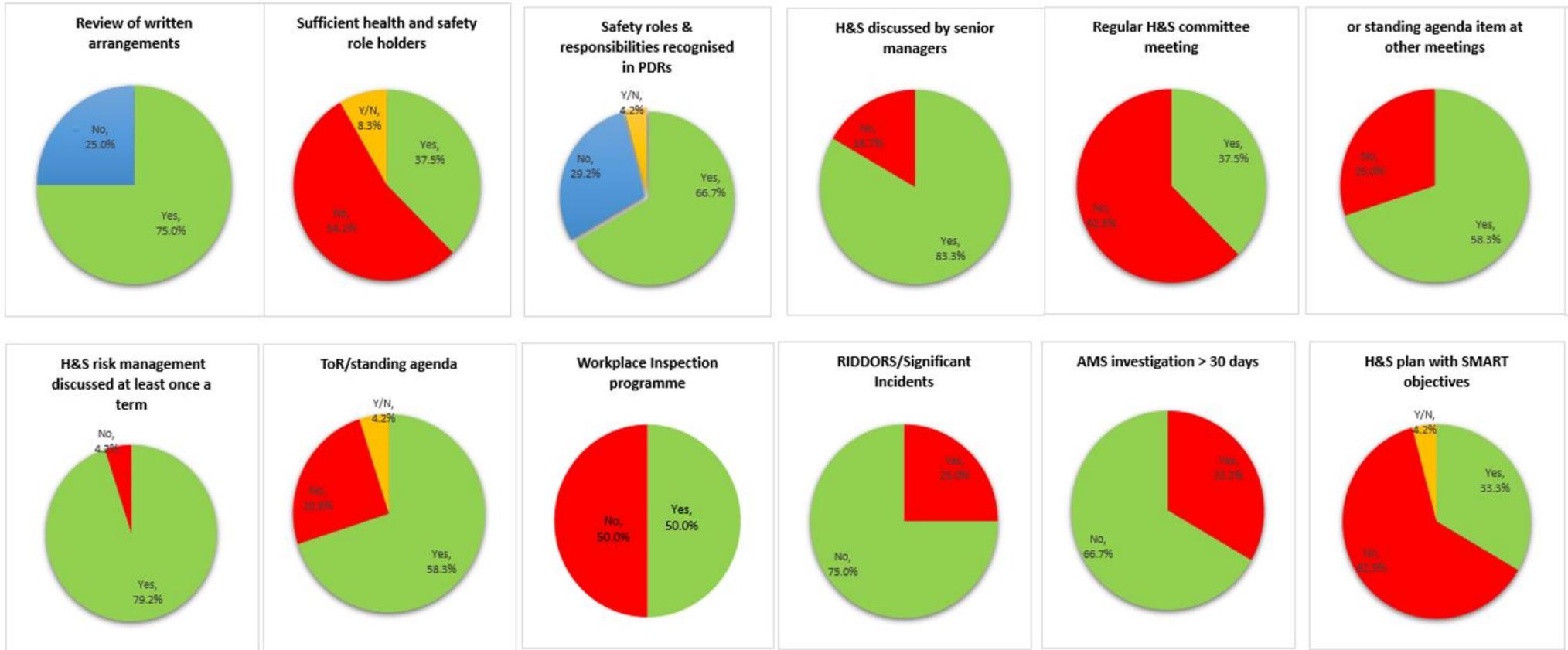
Faculty/Directorate	2019	2020	2021	2022
Arts & Humanities	Y	Y	Y	Y
Brand and marketing	Y	Y	Y	Y
Chairman & College Secretariat	Y	N	N	Y
Corporate Communications	Y	Y	Y	Y
Dentistry, Oral & Craniofacial Sciences	Y	Y	Y	Y
Estates & Facilities	Y	Y	Y	Y
Finance & Procurement	Y	N	Y	Y
Fundraising & Supporter Development	Y	N	N	Y
Global Engagement – External Relations			Y	Y
Health & Safety Services			Y	Y
Human Resources	Y	Y	Y	Y
IoPPN	Y	Y	Y	Y
IT	Y	N	N	Y
King's Business School	Y	N	Y	Y
Life Sciences & Medicine	Y	Y	Y	Y
Natural, Mathematical & Engineering Sciences	Y	Y	Y	Y
Nursing, Midwifery & Palliative Care	Y	Y	Y	Y
Principal's Office			Y	Y
Professional & Continuing Education	Y	Y	N	Y
Research Management & Innovation	Y	N	Y	Y
Social Science & Public Policy	N	Y	Y	Y
Strategy, Planning & Analytics	Y	N	Y	Y
Student & Education	Y	Y	Y	Y
The Dickson Poon School of Law	Y	Y	Y	Y

Key

Y	Return provided
P	Return in progress
N	No response to date
	Not included

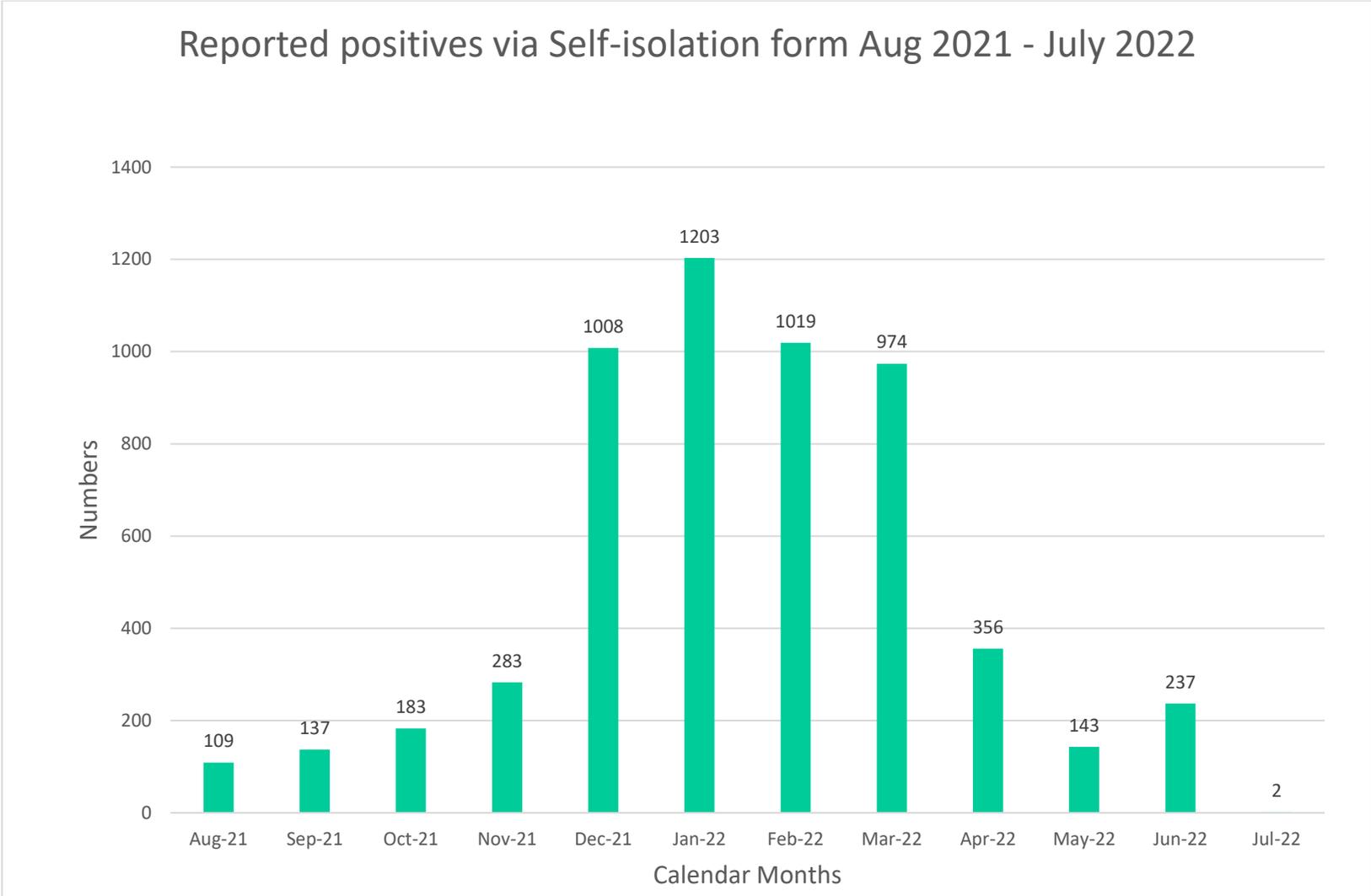
HEALTH & SAFETY SERVICES
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A.5 Responses to Annual Self-isolation Health & Safety Returns



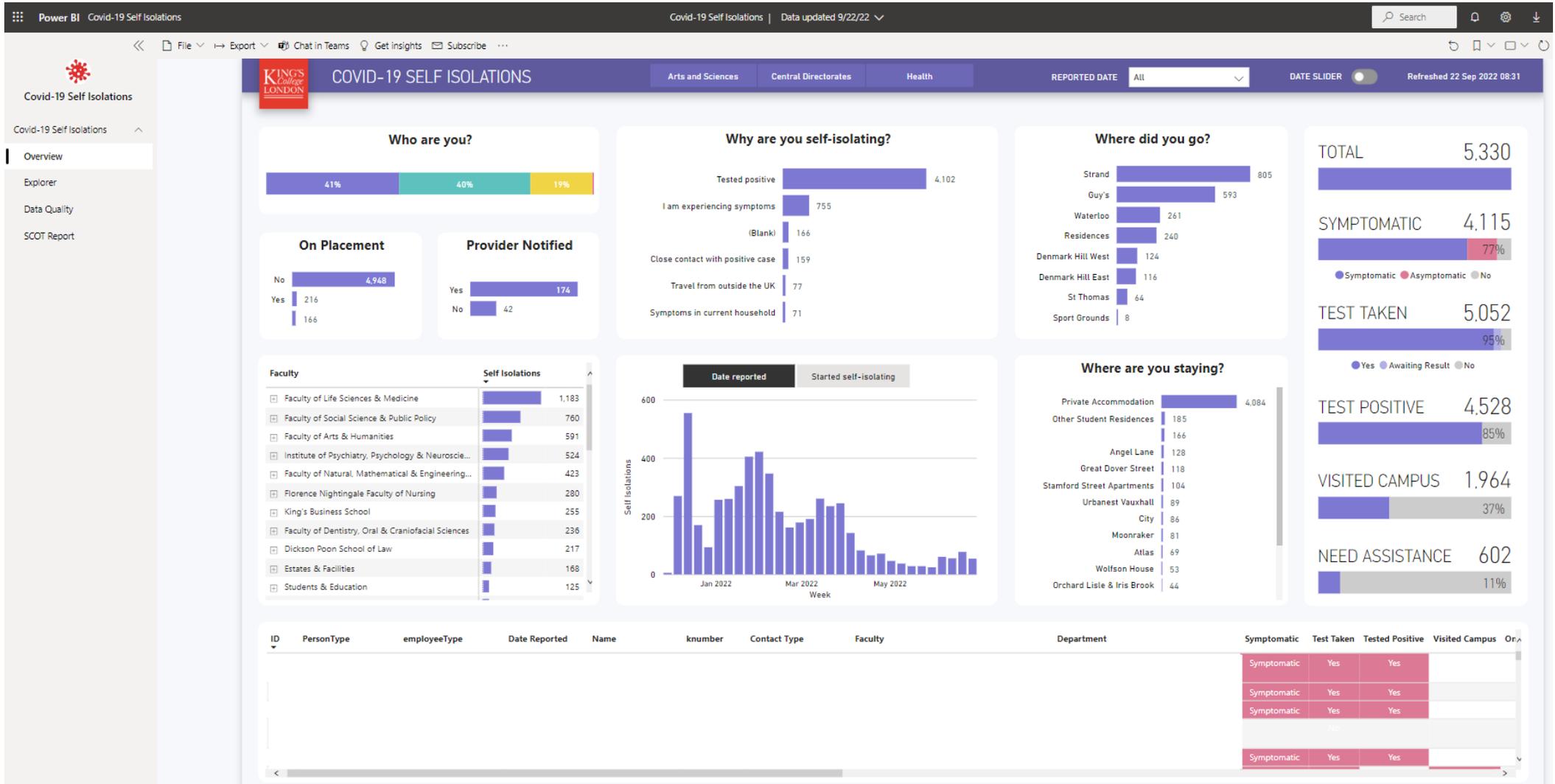
Note - Y/N response indicates Faculty/Directorate ticked both Yes & No boxes on the return. Where this has happened, respondent has also added actions being taken.

A.6 Self-isolation reporting Aug 2021 – July 2022



HEALTH & SAFETY SERVICES ANNUAL REPORT 2021-22

A screen shot of the Self-isolation PowerBI developed during the pandemic, used by the Covid-19 Silver Team



Enterprise Portfolio Management

Background

In March 2022 the University Executive approved creation of new portfolio governance arrangements (PGA), set up to deliver robust governance for the university's portfolio of major, cross-cutting investments and programmes. The Portfolio Oversight and Benefits Assurance Sub-Committee (PSC) was created to provide advice on portfolio and benefits delivery and assurance to UE. This paper summarises the projects reviewed, the advice given, and benefits delivery reviewed. It also updates on progress around capturing and reporting on our Enterprise Portfolio following a report on this to UE in September 2022.

PSC Purpose

The three main objectives of PSC are to:

1. Provide assurance of the delivery of the Enterprise portfolio of major projects by managing by exception. The criteria for what PSC focuses on are:
 - Capital investments of >£0.5m (in aggregate for programmes with multiple subsidiary projects)
 - Delivery involves a significant level of staff working across multiple directorates
 - Investments that are key to the delivery of Strategy 2026 goals
 - Projects that carry major operational or reputational risk
2. Review benefits realisation of projects in delivery and post-implementation to ensure oversight of delivery of benefits.
3. Initiate and review lessons learnt from projects and ensure these are shared more widely across the community delivering projects and programmes.

Summary report

1) Projects reviewed 'by exception'

Project	PSC Summary
Meeting date: 9 May 2022	
Estates capital contingencies - review	Reviewed in light of ongoing high inflation, high energy prices, high demand etc. It was confirmed the risk profile and contingencies provision in the current Estates Project Portfolio remains in line with the profile presented in November 2021, however, a new risk was flagged in regard to the securing of longer lead time materials such as AV and Furniture. It was agreed frequent checks should be made to ensure that assumptions are still valid. Next review: January 2023
IT Portfolio quarterly review	IT investment report which includes all external spending. Significant underspend forecast due to supplier issues and difficulty securing resources. AV projects particularly at risk due to supply chain issues – need to proactively manage around the Quad and LIHE projects.

Meeting date: 16 June 2022	
London Institute for Healthcare Engineering (LIHE) deep dive	<p>To note:</p> <ul style="list-style-type: none"> • Issues around partnership working with GSTT, on the St Thomas's campus, and associated costs that KCL incur. Mitigating action in place is the newly convened GSTT/KCL operational partnership committee co-chaired by the CFO's. • Likely revenue implications of resources required to actually deliver the benefits of the building. This will become clearer when the operational working and business model for the building are worked through.
Meeting date: 19 July 2022	
Student app and Personal Tutor Dashboard	<p>These projects were not initiated as per our own best practice processes and procedures due to the time pressure on delivery. This put pressure on the teams, and it should be recognised, and commended, that they were actively working to successfully deliver both these projects. However, it should be noted there are significant risks to delivery on both, which are being actively managed.</p> <p>PSC recommendation: provide a report to University Executive detailing the risks to delivery.</p>
Personal Tutor Dashboard – further exception report	<p>The risks as reported above and to UE in July had crystallised, making Sept 2022 delivery date unfeasible. Project team working up options for next steps.</p> <p>PSC recommendation: Agreed lessons learnt required.</p>
Meeting date: 15 September 2022	
Graduate Teaching Assistants (GTA's)	<p>Good progress - 1000 GTA's on system and 1000 assignments have gone out. Key transition point in mid-Sept 2022 when GTAs begin teaching. Issues raised about late engagement of IT and finance into the project. Concerns raised around post-delivery BAU transition phase.</p> <p>PSC recommendation: extended period of 'early life support' required to remediate issues raised and go through transition checklist and accept risk to meet timescales.</p>
Meeting date: 20 October 2022	
Relationship Management (CRM)	<p>Additional budget required to complete development, and adequately resource up the central team.</p> <p>PSC Recommendation: The programme should be brought before Steve Large as PST Sponsor before any further committees, such as University Executive (UE), to discuss the decision-making route for the £500,000 operating cost for the hub aspect of the programme and the £500,000 to complete the Fundraising component of the programme.</p> <p>PSC advised clearly articulating the benefits of the programme before presenting to UE. Additionally, it was advised the programme considers how it will impact academic audiences at UE and how to best convey the message of these benefits.</p>
Research Freezer Management	<p>Research Freezer Replacement project should report into the Research Capital Investment Committee (RCIC) in future for oversight and status reporting.</p> <p>PSC Recommendation: Agreed reallocation of budget should be progressed (no increase). Agreed the extension of the scheme to 31 July 2024 (no further budget required).</p>

Pears Maudsley Children and Young Persons Centre (PMCYP)	<p>To note:</p> <ul style="list-style-type: none"> • Project budget overruns (KCL liability is however capped) • Concerns about space layout for research space (changes to design) <p>PSC Recommendation: The project has negotiated a release of £100,000 from the capital plan contingency funds to enable a feasibility study to understand the scale on future potential costs. The findings of the feasibility study are to be brought before a future PSC meeting to confirm the funding ask around space changes, along with an update from fundraising.</p>
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2) Benefits reviews

Project	PSC Summary
Meeting date: 15 September 2022	
Worktribe – Benefits Review performed by PA Consulting (external review)	<p>Benefits (improving grant recovery, reducing admin effort, improving reporting) are believed to have been delivered, based on feedback from the interviewees; more efficient to use, improved reporting for stakeholders. Positive user/researcher feedback within faculties (has made life easier, is intuitive).</p> <p>Positives outlined: One Team approach, Agile methodology, multi-disciplinary project leads (IT/RMID), expertise and leadership of those involved. Challenges were highlighted in understanding resource and non-IT costs, meaning we don't know the total effort and cost of implementation.</p> <p>PSC recommendation: Further benefits review, including quantifiable benefits, to be performed in 12 months.</p>
Meeting date: 29 November 2022	
Quad	<p>Overall – the Quad project was delivered to its revised budget and time scales. It has also made good progress against the benefit criteria as originally set out in the Business Case.</p> <p>PSC recommendation: Revisit the benefits review in 18 months when engineering department are further forward and we can update all the projections/research grant etc. Relook at the numbers, including student and staff satisfaction. A lessons learnt exercise should also be performed in the next 6 – 12 months.</p>

3) Lessons learnt

No formal lessons learnt reports have been provided in the period. Reports expected in the next quarter are:

- Personal Tutor Dashboard – underway, report to PSC February '23
- Gene Therapy Vector Facility – underway, report to PSC February '23

Enterprise portfolio management

With the establishment of the new Portfolio Governance Arrangements, an exercise to collate an Enterprise Portfolio (i.e., projects from across all our portfolios) was undertaken and reported to UE in September 2022. The Enterprise Snapshot showed over 600 projects, of which 352 were actively underway, with a total portfolio investment, where there was financial information, of circa £309m.

Next steps in developing our Enterprise Portfolio management were agreed with UE as:

1. Establishing a central King's Portfolio Office (KPO), sitting in the Principal's Office and reporting to the Portfolio Director. The transfer of resource from the IT PMO to establish the KPO was completed in September 2022.
2. Approval was given for the Director of SPA and Director of Portfolio, in collaboration with other key stakeholders to:
 - a. review our committed portfolio and sense-check strategic alignment and optimal allocation of resource; and
 - b. sense-check our potential/pre-activation projects against strategy and capacity so we deploy finite resources to best effect.

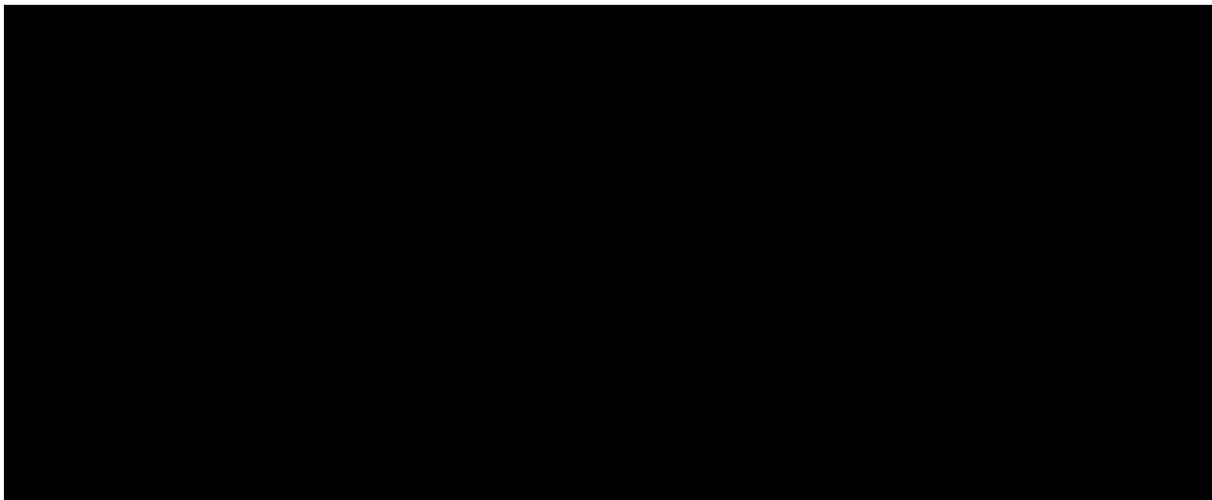
This review is ongoing, working with Portfolio leads, and has resulted thus far in:

- E&F portfolio – stopping one in-flight project (St Thomas's comms project) and removing several projects from the 'pre-activation' list (e.g., CTI Phase iii); work is underway to clarify input and decision-making around deployment of E&F operating capital and to standardise the project/request initiation process
- SED portfolio – greater clarity of projects/definition of the portfolio has been undertaken
- IT portfolio – process agreed to look across FPGs and prioritise projects accordingly, quarterly review group being set up with SVP Ops, DVP Ops and CFO input
- Partnership portfolio - major partnerships (e.g., Sustech, Courtauld, King's Health Partners) are not considered in scope for the PGA, but under the remit of the Partnerships Committee – discussions continue to manage flows of information as both processes mature
- Additional analysis was performed to demonstrate the provenance of projects in the enterprise portfolio and where they had been approved. Insights here found only
- a small % of projects need decision-making/oversight at UE level

Overall we've identified few opportunities to reduce the size or rephase of the portfolio, but have identified some further sub-portfolios there would be value in including, and have begun to systematise or review some of the decision making processes around operating capital. We see potential value in consistently using a more integrated project initiation process, to ensure all the necessary organisational resources are available at the right time.

With the current tooling available, and the level of manual intervention required to create the Enterprise snapshot, the King's Portfolio Office has, in the short term, focussed on the 'PGA majors' which are the

projects which meet the PSC oversight criteria (as detailed above) and results in a more manageable list for oversight and assurance purposes. A dashboard provides visibility of core information regarding sponsorship, delivery responsibilities, timeline, forecast spend, RAG status and the proportion of work completed to date for each project. The PGA Majors subset of the enterprise portfolio comprises 49 current and near-future projects. This represents approximately 15% of the total project count visible across the college, and 80% of the forecast external spend. Below is an extract of the PGA majors dashboard in development:



Next steps in development of our Enterprise Portfolio Management are:

1. Keep working with portfolio leads to improve the information captured, and the accuracy of it
2. Look at tooling to support automation of gathering information from across portfolios (this is still a manual process, however a project has been initiated to move this forward)
3. Develop standard risk management and RAG ratings for projects
4. Develop a benefits framework and support the regular capture of lessons learned from projects and programmes, and share widely among the collaborative PMO community

Summary

The Portfolio Governance Arrangements, and the activities of PSC itself are still evolving, however the value of understanding our enterprise portfolio of major projects, and how we can use it in our decision making and oversight/assurance processes has clearly been demonstrated. A review of the PGA will take place in March/April 2023 to take stock of progress to date, seek feedback from the organisation as to what is working well, or less well, so we can further evolve our ways of working across major programmes and projects for the benefit of the organisation.

Risk Topic: Risks to Delivering Strategy 2026 (*minute*)

The Director of SPA noted that a review of corporate risks had been deliberately timed so that it could take into account specific risks to Strategy 2026. The development of the strategy had been informed by the growing understanding of risk in the College, particularly those which relate to student experience, staff engagement, and government policy. These were the centres of focus identified by a risk-based interrogation of the requirements of the strategy. There is now a constant and dynamic conversation about whether the College takes on projects which is based on their risk profiles. The conversation also extends to reaching agreement on what the mitigations are for each risk and establishing whether they are properly resourced. There will occasionally be some risks where provision for mitigations or control has not yet been made or the plan is not fully formed. One current example is the Carbon Commitment to reach net zero by 2030.

In response to the question of whether the College can finance the strategy, the Director of SPA noted that it should be affordable with the right scaling and prioritising, which is what the risk register is helping to inform. There are also risks connected to the availability of sufficient staff of suitable quality and the amount of leadership and organisational bandwidth required by an ambitious programme of strategic development. The Senior Vice-President (Operations) noted that the Integrated Planning Process (IPP) by its very nature considered appropriate trade-offs over the three-year view, so questions about what should be reprioritised or deprioritised were constantly being considered. The Senior Vice-President (Academic) added that the Quarterly Review process with faculties was having the same effect. Only three reviews had taken place so far, but once all nine had been done, she would be able to articulate the whole process and outcomes to the ARCC. The Chair asked for an update to be brought to the ARCC meeting in June.

Risk Topic: Freedom of Expression

The Senior Vice-President (Academic) introduced this item, assuring members that management takes the matter very seriously and that governance in this area is basically sound. The report contained in the pack demonstrates that the College is compliant but may need to do more around incoming legislation. The College Chair of the Freedom of Expression Standing Advisory Group (FESAG) explained the role of the group, noting that it was a collaborative body and was chaired jointly with KCLSU.

The Co-Chair of FESAG agreed with the SVP (Academic) that the report provided to the Committee gave broad assurance about the College's compliance with the current legislative and regulatory framework, and also reassurance about its ability to respond to difficult situations in this area. However, the report did also contain some important recommendations.

It was important to note that when students have events they are acting as members of the KCLSU which have their own guidance and policies, and alignment is critical. Since the College and the Union share a brand, any reputationally damaging event in either impacts on the other. So, it is critical that the policies of the College and the Students' Union align completely.

A need for increased awareness raising, and training was identified as being the key to maintaining a good position on freedom of expression. There should be agreement on definitions and all members of the College community need to understand them. The College Chair of FESAG also argued that there must be shared ownership on this issue with all members of the College community and that it should not just rest with FESAG to be a policing group. Greater levels of internal discussion are needed to develop basic principles which all can ascribe to so that there is a shared understanding of what freedom of expression really means. This should be based on the excellent academic work already done by the College in this field.

In particular, and as highlighted by the report, the College will be looking at the place of social media in generating freedom of discussion issues, and how far the statements made on a personal account on social media can be, or should be, controlled by the College. The opinions of a very wide range of constituents will be canvassed as part of this consultation as the subject matter touched everyone in the College community to one degree or another.

Members asked how progress and continued compliance with the legislative and regulatory framework could be reported to the ARCC. It was decided that the best mechanism would be to use the termly Compliance Assurance Report and to add a line to that on freedom of expression and take management reports to ARCC through that.

In response to a question from the Chair, the Principal noted that the College's approach to this issue compared well to that of other universities, particularly those who had been in the news for significant disputes which had blown up over freedom of speech or academic freedom. He also noted that the College was doing more than most to be a thought leader in the subject and was working currently with the Universities of Melbourne and Chicago to establish agreed principles around freedom of expression and academic freedom.

Council

Meeting date 22 November 2022

Paper reference KCC-23-03-30-08.6

Status Final



Report of the Staff & Culture Strategy Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Summary of First Meeting Discussions	21 March 2023	No	Note

To Note

1. Summary of First Meeting Discussions

The Committee held its inaugural meeting on 21 March with all members in attendance and only one member unable to attend face-to-face.

The Committee considered three key papers:

- Committee's Ways of Working and Terms of Reference
- People & Culture – Size and Shape of Workforce
- Thriving Staff Community – Emerging Plan

(a) Committee's Ways of Working and Terms of Reference

The paper summarized the Committee's terms of reference and its role noting that:

- The Committee was one of three levels of governance, with the other two being the Executive Leadership Team and the Council. Council set the strategy which the Executive Team was accountable for delivering. The Committee sat between the two providing oversight and assurance and seeking qualitative and quantitative evidence of progress against objectives.
- Staff members in particular would play a critical role in bringing the staff voice to the table and were encouraged to gather feedback from their colleagues in whatever ways they found most effective.
- The agenda would focus on the strategy, roadmap, priorities and resources as they pertain to staff and culture. Examples of items might include:
 - Infrastructure - HR structure, systems, processes and operations
 - Leadership capacity, development and structure – the skills and capability of the full leadership cadre across King's
 - Inclusion and diversity – to enable an open and inclusive culture for all to thrive
 - Engagement – workforce engagement as an important driver of retention and change management
 - Development – career paths across both academic and professional services
 - Spotlight issues – periodic update on key issues as they arise (e.g., strike action or material legislative changes)

It was agreed that creating transparency was important for the Committee's work to enable greater understanding of both priorities and progress. To assist with this, key talking points arising from meeting discussions would be agreed at the conclusion of each meeting and provided to members to assist them in communicating with their colleagues.

(b) People & Culture – Size and Shape of Workforce

The Committee was provided with sets of data describing an outline of the size and shape of the College's workforce, including information about changes in size of the workforce over the last 20 years, headcount by category of staff, GTA headcount, and staff demographic trends by gender, ethnicity, disability status, age and nationality. In terms of equality and diversity, it was noted that the College had made good progress with respect to gender but that there was considerably more work to do with relation to ethnicity and disability status.

There was also discussion of using the data to identify potential areas of efficiency and effective improvements such as in managing the recruitment process.

(c) Thriving Staff Community – Emerging Plan

The Interim Vice-President (People & Talent), Stephen Bach, outlined a framework for achieving the Thriving Staff Community objectives focused on three pillars:

- Building a thriving, diverse and inclusive community
- Staff wellbeing and engagement
- Building chosen careers and development

The paper reported progress already made towards these objectives and in discussion the Committee noted that communication about what had been done already was somewhat fragmented and that more could be done to advance understanding of what had been achieved and what was planned.

Professor Bach noted that not everything could be fixed at once and that priorities would need to be set. The Executive's view was that particular attention should be given to:

- Developing the narrative, communicating what we are doing and have done
- Shaping and clarifying what we mean by 'a thriving staff community'
- Looking in depth at staff training, development and progression, perhaps through an audit
- Agreeing metrics and developing additional channels of communication, including a full staff survey (the first since 2017)
- Identifying wicked issues that go beyond King's – sector and societal factors

In discussion with respect to the survey, members were very supportive of moving ahead with it but cautioned against survey and change 'fatigue'. It would be important the survey was seen to be credible, hitting the real 'pain points' perceived by staff.

Lan Tu
March 2023



Report of the Fellowships & Honorary Degrees Committee - RESERVED

Contents	Meeting at which considered	Consent agenda	Council action
1. Nominations for Honorary Degrees [Annex 1]	16 March 2023	No	Approve
2. Nominations for Fellowship of King's College [Annex 2]	16 March 2023	No	Approve
3. Criteria for Fellowship of King's College	16 March 2023	Yes	Note

For Approval

1. Nominations for Honorary Degrees

Criteria for Honorary Degree: An honorary degree is the highest honour that King's bestows and is reserved for exceptional and eminent individuals who are recognised nationally or internationally for their achievements and whose actions reflect and reinforce King's values and aspirations. While a prior association with King's strengthens a claim, it is not a requirement; recipients of a King's honorary doctorate become alumni of the College.

Motion: That the following individual be invited to accept the award of Honorary Degree. Details for each nominee are attached at Annex 1:

- Edmund John Browne, Lord Maddingly
- [REDACTED]
- [REDACTED]
- [REDACTED]

2. Nominations for Fellowship of King's College (FKC)

Criteria for Fellowship: The Fellowship of King's College is awarded to individuals who have or have had a transformative impact on the College through the quality of their work or activities. They may be individuals who have a direct relationship with King's (e.g., alumni, governors, staff, academic or community partners) or they may be individuals who do not have a current relationship with King's but who have engaged with King's, or whose activities and accomplishments align with our activities, aspirations and values and with whom a continued relationship would be welcome.

In either case, it is expected that the individual's accomplishments will have gone above and beyond the expectations of their regular role. For those who do have an existing relationship with King's, while long service may be an element of the award it will not be the primary criterion for the award. For those nominees not currently engaged with King's, the application process will give attention and consideration to the degree and depth of any prior association and the implications of the award for future association.

Motion: That the following individuals be invited to accept the award of FKC. Details for each nominee are attached at Annex 2:

- Stephanie Boyce
- Eduardo Bruera
- Alastair Campbell

- Michael D'Souza
- Irene Higginson
- Asma Khan
- Giles Legood
- Alberto Recordati
- Reza Rezavi

For Note

3. Criteria for Fellowship of King's College

In applying the new criteria for the first time, the Committee noted that some refinements were needed. Particularly with respect to considering nominations for staff of the College, it was felt that academic excellence in and of itself would not be sufficient given the many outstanding academics who have made their career at King's. For these individuals, the focus should be on the transformative impact of their work: for example, has their work been innovative and transformative within the discipline to the extent that it would be seen to have left a lasting legacy; have they created something for which King's is now known that didn't exist prior to. The wording of the criteria will be amended to capture this.

These pages have been redacted

King's College Council

Meeting date 30 March 2023

Paper reference KCC-23-03-08.8

Status Final



Report of the Chairs' Committee - RESERVED

Contents	Meeting at which considered	Consent agenda	Council action
1. Pearson Negotiations – Agreement of Reshaped Contract [Annex 1]	17 March 2023 via email	No	Note

For Note

1. Pearson Negotiations – Agreement of Reshaped Contract

Members have been advised on several occasions that King's was seeking to revise the contract with Pearson for online delivery of programmes in order to create a more favourable environment for the College as it begins to develop and increase the scope of its online offerings. An agreement was reached last week with Pearson and was approved by the Chairs' Committee on Council's behalf in accordance with authority delegated to it by Council. The short turn-around required meant that approval could not wait until this meeting of the full Council.

A summary of the new terms is attached in Annex 1.

Council	
Meeting date	30 March 2023
Paper reference	KCC-23-03-30-08.9
Status	Final - RESERVED



Report of the Remuneration Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Senior Team Performance Objectives – Update on Progress	28 February 2023	No	Note
2. Succession and Talent Planning	28 February 2023	Yes	Note
3. Review of Policy on Remuneration of Senior Post Holders	28 February 2023	Yes	Note

To Note

1. Senior Team Performance Objectives – Update on Progress

The Committee received a report from the Principal summarising progress to date on objectives agreed in September, focused on the following:

- Finances
- Student Experience
- King's Global
- Thriving Staff Community
- Master planning and Bush House
- Research Strategy
- Professional Services – Simple/Nimble/Effective

More detailed information will be provided verbally at the meeting.

2. Succession and Talent Planning

The Committee received a report that identified who would step in if a member of the senior team was lost unexpectedly (see Annex 1). This was the first phase of a new focus on succession and talent planning. The next step was to consider pipeline development which would be a task for the new Vice-President (People and Talent) once that post was filled.

3. Review of the Policy on Remuneration of Senior Post Holders

The Committee received notice that the policy was due for review and that detailed discussion would be scheduled for the June meeting.

Lan Tu
March 2023

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