
King's College Council

Meeting date 10 July 2024**Paper reference** KCC-24-07-10-02**Status** Final

Meeting of the King's College Council to be held on **Wednesday 10 July 2024 at 17:00, London Institute for Healthcare Engineering (LIHE), 100 Lambeth Palace Road, London SE1 7AR St Thomas' Campus**

Please note a tour of the LIHE will be available to those interested from the LIHE reception at 4:30pm.

Agenda

COMMUNITY STORY: Careers & Employability

The meeting will begin with a 30-minute community story on careers & employability

1	Welcome, apologies and notices	KCC-24-07-10-01	Chair
2	Declarations of Interests (to note)	KCC-24-07-10-02	
3	Approval of agenda	KCC-24-07-10-03	Chair
4	Unanimous Consent Agenda , including:	KCC-24-07-10-04	Chair
	4.1 Minutes of the Previous Meeting (to approve)	KCC-24-07-10-04.1	
	4.2 Council Business Plan (to note)	KCC-24-07-10-04.2	
	4.3 Actions Log (to note)	KCC-24-07-10-04.3	
5	Matters Arising	Verbal	Chair
6	Report of the Chair	Verbal	Chair
7	Report of the Vice-Chancellor & President		Vice-Chancellor
	7.1 Summary Report of Key Issues (to note)	KCC-24-07-10-07.1	
8	Report of the KCLSU		
	8.1 Summary Report of Key Issues (to note)	Verbal update	KCLSU President
	8.2 KCL/KCLSU Memorandum of Understanding - <i>RESERVED</i>	KCC-24-07-10-08.2 <i>TO FOLLOW</i>	Vice-Chancellor/ KCLSU President
	8.3 KCLSU Returning Officer's Election report - <i>RESERVED</i>		
9	COMMITTEE REPORTS		
9.1	Report of the Governance & Nominations Committee	KCC-24-07-10-09.1	GNC Chair
	(i) Council and Committee Memberships (to approve)		
	(a) Independent Member Reappointment		
	(b) Appointment of Chair of Staff & Culture Strategy Committee		
	(c) Reappointment of Finance Committee Co- opted Members		
	<i>The remainder of the GNC report is on the Unanimous Consent Agenda</i>		
9.2	Report of the Finance Committee	KCC-24-07-10-09.2	FC Chair
	(i) Draft Integrated Planning Process 2024-2027 and 2024-2025 Budget Setting (to approve)	Annex 1	
	(ii) Advanced Therapies (AAV) OBC (to approve – in tandem with Estates Strategy Committee report)	Annex 2	

	(iii) Student Futures Business Plan (to approve)	Annex 3	
	<i>The remainder of the Finance Committee report is on the Unanimous Consent Agenda</i>		
9.3	Report of the Estates Strategy Committee	KCC-24-07-10-09.3	ESC Chair
	(i) Advanced Therapies (AAV) OBC (to approve)		
	(ii) Virginia Woolf Building Exit (to approve)	Annex 1	
	<i>The remainder of the ESC report is on the Unanimous Consent Agenda</i>		
9.4	Report of the Audit, Risk & Compliance Committee	KCC-24-07-10-09.4	ARCC Chair
	(i) Annual Report of the Fundraising Ethics Review Group (to approve)	Annex 1	
	(ii) Annual Fundraising Compliance Report (to approve)	Annex 2	
	(iii) Board Assurance Framework (to note)		
	(iv) Cyber Security update (to note)		
	(v) Risk Presentations (to note)		
	<i>The remainder of the ARCC report is on the Unanimous Consent Agenda</i>		
9.5	Report of the Academic Board	KCC-24-07-10-09.5	AB Chair
	(i) Freedom of Expression – Code of Practice (to approve)	Annex 1	
	(ii) Academic Board Membership and Standing Committee – Ordinances Amendments (to approve)	Annex 2	
	<i>The remainder of the AB report is on the Unanimous Consent Agenda</i>		
9.6	Report of the Staff & Culture Strategy Committee	KCC-24-07-10-09.6	SCSC Chair
	<i>The SCSC report is on the Unanimous Consent Agenda</i>		
9.7	Report of the Remuneration Committee RESERVED	KCC-24-07-10-09.7	RemCo Chair
	<i>The Remuneration Committee report is on the Unanimous Consent Agenda</i>		
10	Any other business		Chair
11	Adjournment		Chair

Post-meeting drinks reception – thank you and farewell to retiring members

Building Success

King's Careers & Employability (KC&E)

Aranee Manoharan, PhD, SFHEA, FRSA
Senior Associate Director, King's Careers & Employability

Council Meeting
10th July 2024

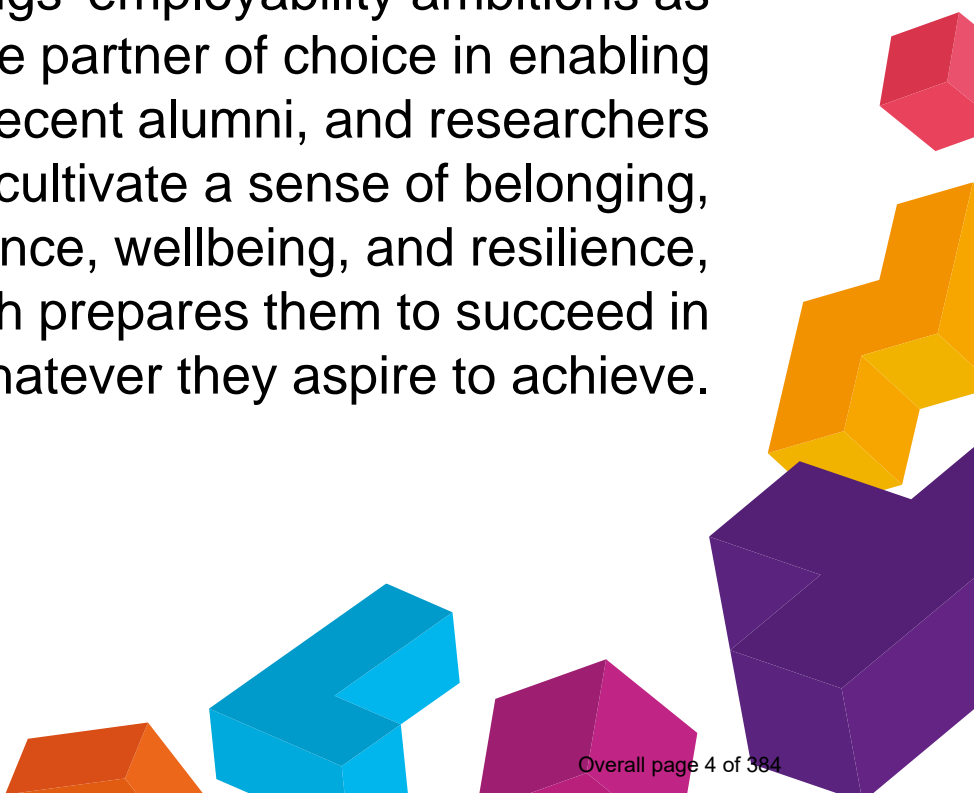


Vision

King's Careers & Employability (KC&E) seeks to enable and empower students, recent alumni, and researchers from all disciplines and walks of life, to gain the knowledge, skills, and experiences they need to be able to effectively navigate their lives and careers after university to achieve lifelong success.

Mission

To lead Kings' employability ambitions as the partner of choice in enabling students, recent alumni, and researchers to cultivate a sense of belonging, confidence, wellbeing, and resilience, which prepares them to succeed in whatever they aspire to achieve.



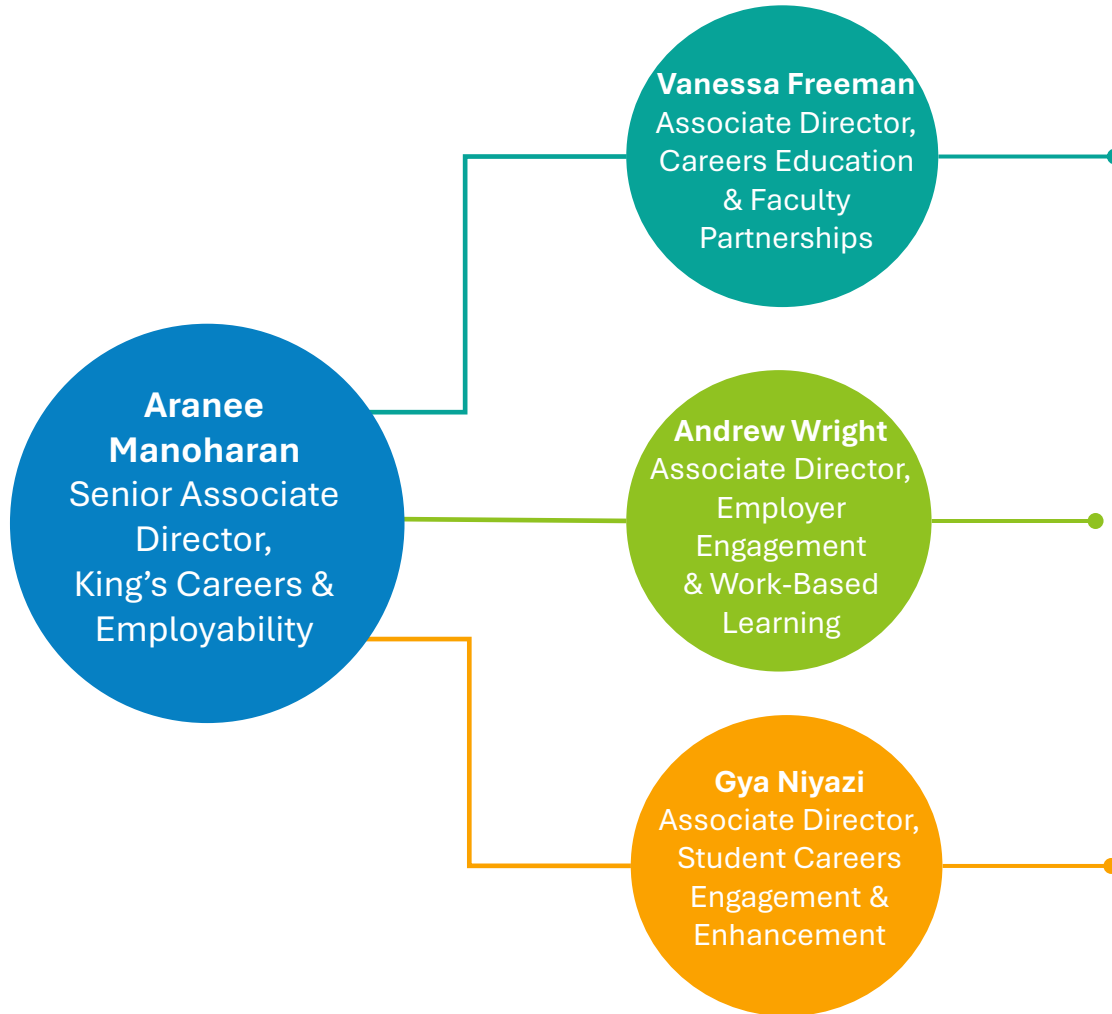


The King's Employability Ecosystem

King's takes a whole institution approach to employability through the recognition and enhancement of existing structures, roles, activities, and governance that facilitate the development of employability capability amongst King's students, graduates, and researchers.

This is known as the **King's Employability Ecosystem**.

KC&E Structure

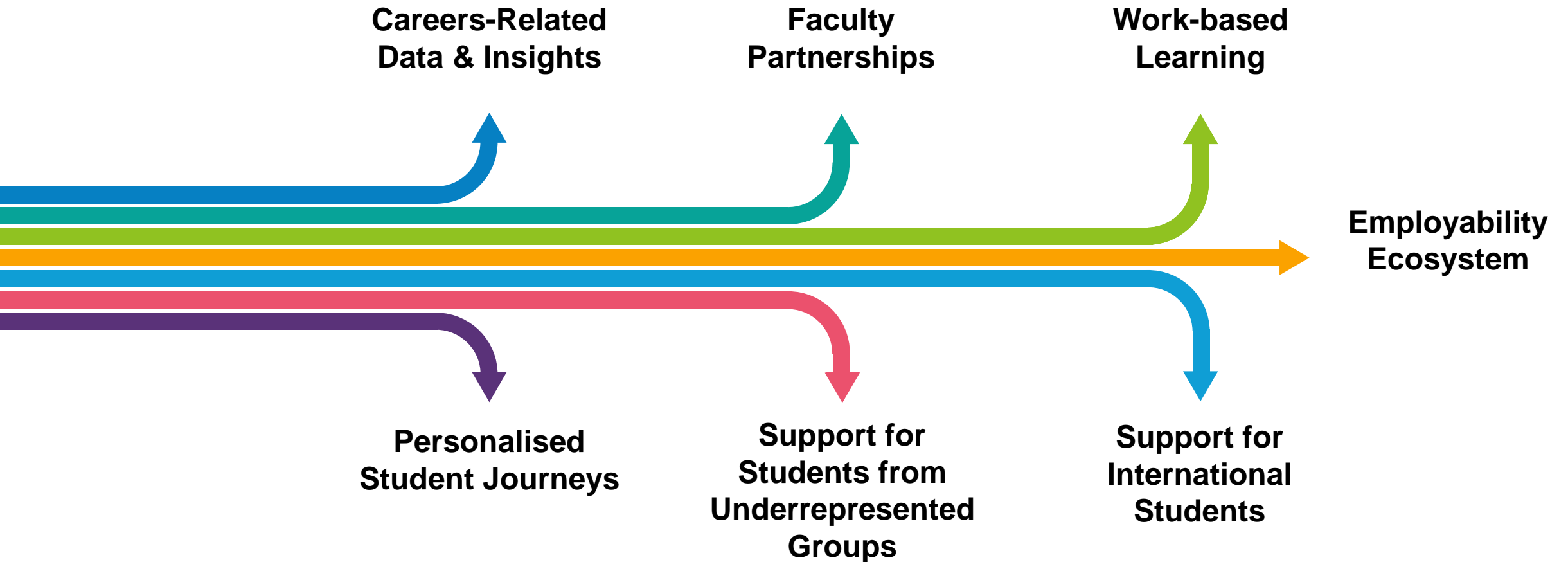


Careers Education leads the university's careers education provision in, out, and alongside the curriculum. Our Careers Consultants work collaboratively with Faculty & Departmental stakeholders to ensure we take a joined-up, cohesive approach to providing students with the support they need to achieve their career goals. Faculty work is coupled with core central delivery that includes careers guidance, practice interviews, and a programme of workshops.

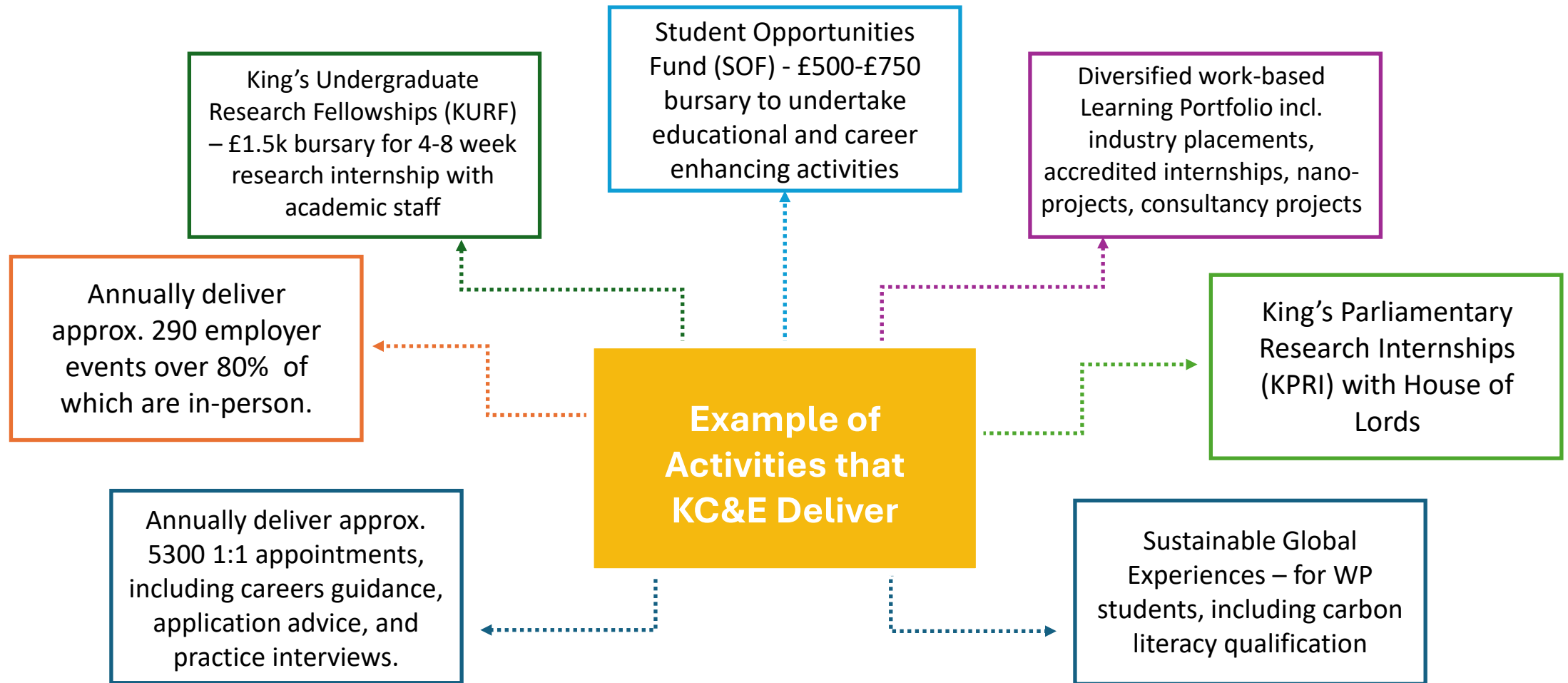
Employer Engagement leads the university's employer engagement and work-based learning provision for all non-health programmes. Our Employer Relations and Work-Based Learning Teams actively engage with a range of employers, external organisations, and alumni globally to ensure we deliver a comprehensive and transformative programme of employer opportunities for all students.

Student Careers Engagement leads university's work on personalising the student career learning & development journey by utilising data and student voice to understand where students are, where they want to be, and pathways for them to get there. Student Careers Engagement coordinates and delivers a range of high-value enhancement opportunities, such as the KURF, in addition to leading on KC&E's digital provision and our impact monitoring activity.

KC&E Strategic Priorities



Example of KC&E Activities



All King's graduates get access to 1:1 appointments, events, workshops, the jobs board, and our digital education resources for 2 years after graduation.

Employer Engagement

We have a dedicated, expert Employer Engagement function who are King's Sector specialists with over 500 actively engaged employers across all sectors. They gather labour market intelligence to support students, academics and staff and develop work-related learning initiatives within or around the academic curriculum.

Horizon Scanning: What are graduate recruiters considering in their thinking around recruitment and onboarding?



Hybrid Work
Early talent recruiters are still grappling with hybrid work for new recruits – balance of retention



Green Revolution
Significantly more focus on sustainable practices – at recruitment and beyond



Economic Turbulence
Reality of cost of living – and business risk / failure



Artificial Intelligence
How will the jobs of today and the future be defined?



Research Driven Boost
UK rejoin of Horizon expected to create research boom in next few years



Political Change
General Election on horizon in 2024 – how does business react?

Employer Engagement & Sustainability

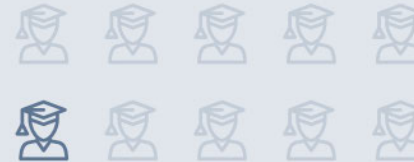


*Andrew Wright,
Associate Director
(Employer Engagement
& Work-based Learning)*

“King's is proud to be ranked amongst the world's leading universities for our Social Impact and our students expect this to be reflected across our careers and employer engagement activity. Through embedding sustainability into our careers education, partnerships, work-based learning and events, our membership of the Alliance drives us to innovate and work further towards these aspirations.”

Most important when choosing an employer:

1 in 10 students say that environmental sustainability is a top consideration.



Do students think about sustainability in recruitment?

1 in 5 students think about environmental sustainability in graduate career engagement.



The issue of environment and sustainability is important to me.

Over 9 in 10 students agree that the issue of environment and sustainability is important to them.



The importance of a sustainable employer:

Over 9 in 10 (93%) of students think employers should take action on environmental sustainability.



King's Skills for the Future (KSF)



Foundational

Time Management

Research Skills

Critical Thinking

Team work

Evaluation



Communication

Active Listening

Social & Cultural Awareness

Empathy

Negotiation

Relationship Building



Leadership

Conflict Management

Strategic Thinking

Civic Mindedness

Decision Making

Influencing



Adaptability

Reflection

Growth Mindset

Emotional Intelligence

Discipline

Resilience



Creativity

Curiosity

Lateral Thinking

Innovation

Entrepreneurial

Problem-Solving



Digital Competency

Digital Communication

Digital Literacy

Digital Learning and Development

Digital Creation

AI Proficiency

KCL Graduate Outcomes Survey Results

21/22 graduates (released Jun 2024)

1. **Response Rate:** 37% - 6% fall from previous year, reflecting the broader downward trend in national responses since the new format survey launched.
2. **Graduate Activities:** 88% in a form of work, further study, or combination (same as previous year). 61% in full-time employment (up 1%) and 9% in full time study (down 1%). Unemployment, same as national GOS average, at 5%.
3. **Skilled work:** 90.48% of all respondents in highly skilled work (decrease of 0.67% from previous year) – this places us 7th in the Russell Group. 85.77% of UG respondents in highly skilled employment (decrease of 1.94% from previous year).
4. **Graduate Voice:** Considered a more meaningful measure.
 - My current work is meaningful – 87% (same as previous year, 2% above national average)
 - My current work fits my future plans – 81% (down 1% from previous year, 3% above national average)
 - I am utilising what I learned during my studies in my current work – 69% (same as previous year, 1% above national average).

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)

- Director, ICP Group Holdings Limited
- Director, Hurista Advisory Ltd
- The Nuffield Trust for the Forces of the Crown (Trustee)
- The Rectory Society (Trustee)
- House of Lords (Crossbench Member)
- Adviser, Lumina Sustainable Materials SARL (materials science)
- Member, Ohrid Group (of former politicians, diplomats and officials) advising all parties in North Macedonia
- President of the Royal Overseas League
- *The Queen's Commonwealth Trust (Chairman) (interest ceased 26 January 2023)*
- *Chairman, International Relations and Corporate Responsibility, Schroders plc (asset management) (interest ceased 6 January 2023)*
- *The Independent Adviser on Ministers' Interests (interest ceased 15 June 2022)*
- *Permanent Lord in Waiting to the Queen (interest ceased 8 September 2022)*

Alizeh Abrar

- Vice-President (Post-Graduate), KCLSU

Vivek Ahuja

- Non-Executive Director, PZ Cussons Plc
- 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) King's
- Trustee, Society of Jewellery Historians
- Vice Chair, 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)
- Member of the governing body of Glenthorne High School
- NED Mental Health First Aid England CIT
- NED Aequitas Global Ltd
- NED HMDG Ltd
- Trustee EOT, With Public Relations Ltd
- Owner, Be Less Beige Ltd
- Owner, One Question Ltd

Hillary Briffa

- Lecturer in National Security Studies in the Department of War Studies

- Circle U Chair – Climate Hub
- Programme Director, MA in National Security Studies
- *Vice-Chair of the governing board of Godwin Junior School (10 June 2019 – 9 June 2023)*
- Chair of the governing board of Carpenters Primary School (18 September 2023 – 17 September 2027)
- 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)
- Member, Finance & General Purposes Committee, King's College London Maths School
- *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 Diploma plc, from 1 September 2023
- *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.
- Member of the Labour Party

Jon Coles

- United Learning Trust
- Chief Executive, United Learning (group of schools from which some students will progress to King's)
- *Learning Partners Academy Trust (ended August 2022)*

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; 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;
- Ownership (part): Penninsular Projects Ltd, Cortx Holdings Ltd, Delancey Real Estate Debt Services Ltd
- Member of the RICS

Vinay Jha

- Full-time employment, Data Director and Foundation Business Lead, Lloyds Banking Group (from February 2024)
- *Full-time employment, Chief Tech Officer & EMT Member, Diligenta Ltd (ended Jan 2024)*
- *Full-time employment as 'Chief Innovation and Digital Officer' at M&G Plc. (ended Jul 2023)*

Shitij Kapur

- Vice-Chancellor & President, King's College London
- 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
- Member, Collegiate Council, University of London
- Commissioner, International Higher Education Commission
- Chair, UUK Advisory Group on Free Speech & Academic Freedom

Ron Kerr

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

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)
- 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

- Academic Director (Student Success), Students & Education Directorate
- 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

- Chief Policy & Corporate Affairs Officer, Premier League (from 8 January 2024)
- *Director, Policy for the BBC (ended December 2023)*

Steven Suresh

- President of the King's College London Student Union

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
- Non-Executive Director, MedCity Life Sciences Advisory Board
- 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

Nhuoc Lan Tu

- Self-employed Consultant
- Board member, Paypoint Group plc (from March 2024)
- 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
- Director, Lonsdale Road (Barnes) Management Company Ltd
- Member, National Association of Corporate Directors, USA
- *Board Advisor – Mental Health at Work CIC (ended December 2023)*

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; left Board in June 2023*)
- King's College Hospital (KCH) – Non-Executive Director and Chair of Major Programme Committee and Finance Committee (*KCH Finance Committee membership ended January 2023; KCH Board membership ended October 2023*)
- Crown Commercial Service - Non-Executive Director, Chair of Audit Committee
- Accenture – ad hoc advisory consulting
- MediClinic – Non-Executive Director, Chair of Remuneration Committee and Audit Committee

King's College Council	
Meeting date	10 July 2024
Paper reference	KCC-24-07-10-04
Status	Final

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
4.1	Minutes of 9 May 2024 meeting	KCC-24-07-10-04.1	Approve
4.2	Council Business Plan	KCC-24-07-10-04.2	Note
4.3	Actions Log	KCC-24-07-10-04.3	Note
9.1	Governance & Nominations Committee	KCC-24-07-10-09.1	
	(i) Committee Vacancies		Note
	(ii) Search for Chair of Estates Strategy Committee - update		Note
9.2	Report of the Finance Committee	KCC-24-07-10-09.2	
	(i) Management Accounts Period 9	Annex 4	Note
	(ii) Projection to Year End Financial Statements		Note
	(iii) Treasury Management Policy and Cash Investments		Note
	(iv) King's Tuition Fee Bandings 2025/2026		Note
9.3	Report of the Estates Strategy Committee	KCC-24-07-10-09.3	
	(i) Champion Hill Equity Release		Note
	(ii) Courtauld Institute of Art/152-158 Strand		Note
	(iii) Heat Decarbonisation Plan (HDP)		Note
	(iv) Report of the Director of Estates & Facilities		Note
	(v) Major Project Status Report		Note
9.4	Report of the Audit, Risk & Compliance Committee	KCC-24-07-10-09.4	
	(i) Annual Internal Assurance Annual Plan 2024-25		Note
	(ii) Compliance Assurance – Annual EDI Report		Note
9.5	Report of the Academic Board	KCC-24-07-10-09.5	
	(i) Education Governance Review and New College Education Committee Structure	Annex 3	Approve
	(ii) King's Student Protection Plan	Annex 4	Approve
	(iii) JEI SUSTech Student Protection Plan	Annex 5	Approve
	(iv) Degree Outcomes Statement	Annex 6	Note

	(iv)	Strategic Discussion on the Financial Health of the Higher Education Sector and the Impact on King's Academic Strategy		Note
	(v)	Student Terms & Conditions 2024-2025		Note
	(vi)	Report of the Academic Board Operations Committee		Note
	(vii)	Report of the College Education Committee		Note
	(viii)	Report of the College Research Committee		Note
	(x)	Election of Associates of King's College (AKC)		
9.6		Report of the Staff & Culture Strategy Committee	KCC-24-07-10-09.6	
	(i)	Thriving Staff Community – Update on Activities and Actions	Annex 1	Note
9.7		Report of the Remuneration Committee - RESERVED	KCC-24-07-10-09.7	
	(i)	Process Map for Senior Appointments	Annex 2	Note
	(ii)	Update on Institutional KPIs		Note
	(iii)	Updates on Recent Senior Appointments		Note

King's College Council	
Meeting date	10 July 2024
Paper reference	KCC-24-07-10-04.2
Status	Final

Council Business Plan

Action required

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

Paper Explanation for Members

Why is this paper being presented?	This Council business plan 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.
What are the key points/issues?	<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>
What is required from members?	To note.

Paper Submitted by:

Irene Birrell
College Secretary

Council Business Plan

Strategic discussion

The first meeting of the Autumn term is a full-day Away Day. 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 ([Capital Projects coming up for approval in blue](#))
- 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

The 2023 governance review resulted in the following items being introduced into the Council Business Plan:

- Student/community story to be scheduled before each Council meeting: schedule to be added to calendar of business and reviewed annually by GNC in June.
- A benchmark KPI report (no more than 12-15 in total) RAG rated, offering trajectory over time, with a named executive lead – at each meeting of Council.

Council Business Plan

Italicised items are those that are expected to return every year.

	Item	Council Action	Submitted By
20 September 2023 AWAY DAY	Strategic focus meeting – full day	Discuss	Principal & Senior Executive Team
21 November 2023 Council Room <i>(Business focus)</i>	<i>Financial Statements*</i>	Approve	Finance Committee
	<i>Update on Five-year Forward Plan for OfS*</i>	Approve	Finance Committee
	<i>External Audit Report and Management Letter of Representation*</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Statement regarding the Prevent Duty*</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Research Integrity Statement*</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual College Safeguarding Report*</i>	Approve	Audit, Risk & Compliance Committee
	Development of the Board Assurance Framework	Approve	Audit, Risk & Compliance Committee
	<i>Annual OfS Registration Report*</i>	Approve	Academic Board
	<i>HR Excellence in Research Report and Academic Plan/Action Plan against the Concordat to Support the Career Development of Researchers*</i>	Approve	Academic Board
	School of Medical Education Branch Campus at University of Portsmouth	Approve	Academic Board
	Student Success Transformation Programme – update	Note	Finance Committee
	King's Interdisciplinary Science (Phase 1) – Full Business Case	Approve	Estates Strategy Committee & Finance Committee
	<i>Annual Report of the Remuneration Committee*</i>	Note	Remuneration Committee
	Champion Hill Deal Update	Note	Estates Strategy Committee & Finance Committee
	Bush House South West Wing Update	Note	Estates Strategy Committee & Finance Committee
	<i>Annual Report of the ARCC</i>	Note	Audit, Risk & Compliance Committee
	<i>Internal Assurance Update</i>	Note	Audit, Risk & Compliance Committee
	<i>Compliance Assurance Update</i>	Note	Audit, Risk & Compliance Committee

18 January 2024 <i>(strategic focus)</i>	Student/community story Student experience of AI	<i>discuss</i>	VP (Education & Student Success)
	Governance Review Recommendations	Approve	GNC
	<i>Modern Slavery Act Annual Statement*</i>	<i>Approve</i>	<i>Chief Procurement Officer</i>
	In Defence of Value-Based Impartiality	Note	VP IES
28 March 2024 <i>Teams (Business focus)</i>	Benchmark Report	Discuss	SVP Operations/Director of Analytics
	<i>Annual Health & Safety Report*</i>	<i>Approve</i>	<i>Audit, Risk & Compliance Committee</i>
	<i>Annual report of the Chief Procurement Officer*</i>	<i>Note</i>	<i>Audit, Risk & Compliance Committee</i>
	<i>Enterprise Portfolio Management</i>	<i>Note</i>	<i>Audit, Risk & Compliance Committee</i>
	<i>Fellowships of the College</i>	<i>Approve</i>	<i>Fellowships & Honorary Degree Committee</i>
	Chair's Search Update	Note	GNC
	Governance Review Implementation Update	Discuss	GNC
	Universitatum Magna Charta	Approve	Vice-Chancellor
	Second PET Scanner FBC	Approve	Estates Strategy Committee & Finance Committee
9 May 2024 Denmark Hill Campus <i>(Strategic focus)</i>	Policy Institute presentation "reading the political rooms"		
	Bush House SouthWest Wing – Update	Discuss	Estates Strategy Committee & Finance Committee
	VWB Decant Update	Note	
	KIS phase 1 space update	Note	
	<i>Access and Participation Plan Monitoring Report*</i>	Approve	
	Governance Review Implementation	Note	GNC
10 July 2024 Bush House <i>(Business focus)</i>	Student/community story: Careers & Employability	Discuss	VP (Education & Student Success)
	Freedom of Expression - Code of Practice	Approve	Vice-Chancellor /Academic Board
	<i>KCL/KCLSU Memorandum of Understanding</i>	Approve	Vice-Chancellor & President
	<i>KCLSU Returning Officer's Election Report</i>	Note	KCLSU President
	<i>Draft Integrated Planning Process 2024-2027 and 2024-2025 Budget Setting</i>	Approve	Finance Committee
	Advanced Therapies - AAV Expansion Business Case	Approve	Estates Strategy Committee & Finance Committee
	Student Futures Business Plan	Approve	Finance Committee
	Virginia Woolf Building Exit	Approve	Estates Committee
	<i>Annual Report of the Fundraising Ethics Review Group</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Fundraising Compliance Report</i>	Approve	Audit, Risk & Compliance Committee

	Board Assurance Framework	Note	Audit, Risk & Compliance Committee
	<i>Membership & Searches</i>	Approve	Governance & Nominations Committee
	<i>Report on senior team performance and remuneration</i>	Discuss	Remuneration Committee
	Ordinance Amendments (Academic Board membership and AB standing Committees Terms of Reference)	Approve	Academic Board
	King's Student Protection Plan	Approve	Academic Board
	JEI SUSTech Student Protection Plan	Approve	Academic Board

King's College Council	
Meeting date	9 May 2024
Paper reference	KCC-24-07-10-04.3
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	Action	Notes	Owner	Original deadline	Progress
09-05-24	7.2	International Students, University Funding	A paper on options for a different business model would return to the next Finance Committee and to a future Council meeting.	See IPP report on the Finance Committee report to Council (10 July)	Vice-Chancellor/CFO	TBC	Complete
09-05-24	7.2	International Students, University Funding	The IPP would be forward looking and would investigate alternative revenue streams such as digital education and short courses. Council members requested more focus on current efficiencies and making King's less dependent on the international market, and a focussed discussion on the IPP including malign scenarios at a future date.	See IPP report on the Finance Committee report to Council (10 July)	Vice-Chancellor/CFO	TBC	Complete
28-03-24	7.1	Vice-Chancellor report	Council to receive a report on IPP scenario planning at its July meeting		Vice-Chancellor/CFO	10 July meeting	Complete – on 10 July agenda
28-03-24	10.2	FC report	The Vice-President (Finance) had undertaken to ensure more clarity to the forecast outturn in time for the Council meeting in May.	The minute relates to management reporting: each month it changes. The CFO can confirm the current position to Council if required. Otherwise, the report will be made as usual to the Finance Committee in June	Vice President Finance/CFO	10 July meeting	Complete

Meeting	Minute	Topic	Action	Notes	Owner	Original deadline	Progress
21-11-23	7	King's Digital (Report of the Vice-Chancellor)	When last considered by Council at its 2022 Away Day there had been a very ambitious plan to take all online learning back from Pearson, but it had since transpired the cost would be too high and a modified plan had been adopted. Two tranches of courses had been taken care of and consideration was now being given to the third tranche of courses. This would be brought back to Council for assurance purposes, and in future King's Digital would be part of the usual planning cycle.	Include in an update to the Vice-Chancellor report	Vice-Chancellor	10 July meeting – updated to October 2024	In progress
22.11.22	5.3	Student Success Transformation Programme	Opportunities for Council to scrutinise the programme implementation		VP (Education)	Throughout 2023	Ongoing
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
July 2024

King's College Council	
Meeting date	10 July 2024
Paper reference	KCC-24-07-10-7.1
Status	Final
Access	Members and senior executives –note <i>RESERVED</i> items

Vice-Chancellor's report

Action required

- ☐ For approval
☐ For discussion
☒ To note

Paper Explanation for Members

Why is this paper being presented?	Report from Vice-Chancellor & President highlighting current issues and events and developments since the last meeting of Council.
What are the key points/issues?	Admissions; Israel/Gaza; Social Mobility
What is required from members?	To note

Paper Submitted by:

Shitij Kapur, Vice-Chancellor & President

Vice-Chancellor's Report

Section A - Current topics

[REDACTED]

[REDACTED]

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

Competing for the very best students

Due to the geopolitical changes and the “student number” debates – attracting the right quality of students to the breadth of our courses, from a diverse range of countries, at the tariff we would like, is going to be even more challenging going forward. Our plans require a continued increase in numbers of around 20% for both home and international students over the next three years and with a significant uplift in fees where appropriate.

I have instigated a Review to ensure that we, as a University, are optimally positioned to achieve these targets. In particular, the review will prepare King's as we move from a seller's market where we were largely “selecting” students, to a much more dynamic buyer's market where informed students will choose us from amongst several other international and UK choices.

I have recruited two consultants, one an academic who has worked in the field of international student markets in the UK, India and the US; and another an ex Chief Operating Officer to review our student acquisition system [marketing, admissions, pricing etc.] over an eight-week (June-July) intensive period with a report to be finalized for the beginning of September. Given the cadence of the admissions cycle, any recommendations for the 2025-2026 cycle would have to be such that they can be incorporated without disruption to business as usual. A new system may be fully implemented for the 2026-2027 cycle.

Israel/Gaza Update

The encampment at the Quad has been in place now for over five weeks. In general, conduct has been reasonable but there has been a deterioration in the last two weeks with health & safety issues arising and a more significant incident where protestors tried to force their way into the Distinguished Alumni Awards, jostling with security staff in an unacceptable manner. Disciplinary proceedings have commenced against one student protestor and a more general warning has been issued to the encampment. We expect further challenges at the Open Day and at graduations but have contingency plans in place for both.

Professor 'Funmi Olonisakin has been leading a dialogue with protestors and UCU to seek common ground on their demands – this effort will continue but we are not optimistic about success – there are few areas where there is a common view. There are still around 30 live encampments in the UK although this remains dynamic; some have come to a soft landing with protestors choosing to decamp, others have required eviction orders. We are hoping and working for the former, whilst also preparing for the latter.

We continue to support and engage in dialogue with other members of the King's community, including Israeli and Jewish staff and students, many of whom are dismayed by the encampment developments. Professor 'Funmi Olonisakin and I hosted a second educational event for students and staff from both sides to discuss the limits of free expression, and the wider leadership team has been engaged in preparing for new legislation on academic freedom and free speech to take effect on 1 August 2024. Training on anti-semitism and Islamophobia is being arranged for the Executive team. The KCLSU process regarding suspended sabbatical officers is ongoing, with potential consequences for the composition of the 2024-2025 sabbatical team.

Social Mobility

King's submitted its Access & Participation Plan covering the period 2025-2029 to the Office for Students at the end of May, having been endorsed by Council at the May meeting. In this plan we set out our ambitions, commitments and investment to support widening access to King's for students from disadvantaged backgrounds, and to ensure they successfully engage and progress in their studies with us.

This is an important part of our Vision 2029 goal to be the best in the Russell Group (RG) for widening participation and social mobility and we do well here. The HEPI Social Mobility Index 2023 ranks King's as first in the RG (4th overall). In addition, the best individual student measure is receipt of Free School Meals (FSM). For the most recent year (2022/23) this was 23.1% of King's entrants, compared to 18.4% nationally. Looking at the past five years, we are second in the RG for FSM entrants and top of the Sutton Trust Top 30 of selective universities (QMUL are in the RG but not a Sutton Trust top 30 institution).

As we move into the next phase, we will be expanding our reach to new areas of the country and maintaining (and enhancing) our work with schools and families to raise attainment. To support students in succeeding in their King's education we will provide dedicated transition, pastoral and academic support programmes, alongside financial advice, peer mentoring and sense of belonging and efficacy.

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

1st May – visit by HE Secretary General Ban-ki Moon.
7th May – King's and Courtauld dinner
8th May – meeting with Public First
9th May – DfE roundtable re antisemitism
10th May – UUK member meeting
13th May – meeting at the Treasury
14th May – visit by Princess Anne to King's Military Health
14th May – meeting with Professor Peter Høj AO, Vice-Chancellor and President, University of Adelaide
23rd May – Lord Mayor's Dinner
29th May – King's Health Partners Board
7th June, 16th June, 20th June – UUK advisory group on Higher Education and Research White Paper
12th June – Meeting with Indonesian Ambassador
13th June – meeting with GSTT Trustee
18th June – Meeting with University of the Arts VC
25th to 27th June – PLuS meetings with Arizona State University and University of New South Wales

Section C - Media Coverage

- We celebrated members of the King's community honoured in the King's Birthday Honours, including **Professor Rachel Mills who was awarded a Commander of the Order of the British Empire (CBE)** and Baroness Wolf of Dulwich who has been awarded a Dame Commander of the Order of the British Empire (DBE).
- King's has been ranked in the **top 2% of global universities and 6th in the UK in the 2024 THE Impact Rankings**, which makes its assessment against the United Nations' Sustainable Development Goals (SDGs). The University has also achieved first in the world for SDG 12 on Responsible Consumption and Production.
- We were delighted to see **Parent Power win a London Higher Award for local impact**. The project, which was established by King's and Citizens UK in 2017 to address educational inequality and social justice issues in Lambeth and Southwark, won the award for outstanding contribution to the local London community.
- King's biotech spinout **Pheon Therapeutics raised \$120m** to develop novel anticancer agents. The investment raised at the close of its Series B funding round will enable Pheon Therapeutics (Pheon) to take three new Antibody-Drug Conjugates (ADCs), used to treat cancer, through clinical trials. King's has 2.5% stake in the company.
- Earlier in June, we hosted the international press for a tour and briefing about the **London Institute for Healthcare Engineering**, and welcomed journalists from publications including Le Monde, ABC Spain, Xinhua News Agency and the Royal Academy of Engineering to the new building and explained its role as a dedicated space for MedTech entrepreneurs and King's healthcare industry partners.
- In May, I was delighted to open the **London Defence Conference at Bush House**, which included keynote speakers, the Prime Minister of Kosovo, Deputy Prime Minister, the Rt Hon Oliver Dowden, Rt Hon John Healey, Shadow Defence Secretary, Rt Hon David Lammy, Shadow Secretary of State for Foreign, Commonwealth and Development Affairs and Rt Hon Grant Shapps, MP, the UK Secretary of State for Defence. The conference attracted around 400 attendees each day and achieved widespread media coverage.
- In the run-up to the General Election, King's researchers and academics are providing expert commentary to the media, hosting events and writing analysis for our website.
- King's scientists and researchers continue to publish studies that are attracting widespread media coverage, including peanut allergy research which was one of the most read articles on the BBC, research which found that ancient viral DNA in the human genome are linked to major psychiatric disorders, covered in publications including the Telegraph and Independent, and a study which found female health apps misuse highly sensitive data, covered on Woman's Hour and BBC News.

Shitij Kapur, Vice-Chancellor & President
July 2024



King's College London Students' Union
Annual Report and Accounts
for the year ended 31 July 2023

KCLSU Annual Report 22/23

Company Registered Number: 5762196
Registered Charity Number: 1136729

kclsu
Our Students' Union

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Introduction from the President



As we reflect on the previous academic year, it is with a deep sense of pride that I present the King's College London Students' Union (KCLSU) Annual Report for 2022-2023. The year has been a remarkable journey, and as your President for 2023-2024, I am delighted to recount the strides we have taken together.

Our continuous commitment to excellence is evidenced by the significant improvement in our National Student Survey (NSS) scores (24% increase in students stating that KCLSU represents their academic interests). This leap in satisfaction rates is a testament to the effective synergy between KCLSU and the student body, showcasing our collective efforts to enhance the quality of our educational experience.

In alignment with our dedication to academic excellence, our contributions to the Teaching Excellence Framework (TEF) results have been substantial. Our initiatives have fostered an environment that champions innovative teaching methods, further contributing to the university's esteemed reputation and solidifying our standing as a bastion of educational prowess.

Our efforts to expand the network of academic representatives have borne fruit, with a record number of recruits last year (over 750 were recruited in Term 1 alone)! These academic representatives are the backbone of our representative system, and their growth ensures a robust conduit for student voices to be heard and acted upon. The year also marked the creation of a new memorandum of understanding between KCL and KCLSU. This agreement alludes to the commitment to further develop student voice and their interests to improve the sense of belonging that each of us have at King's.

I am extremely proud of our activity and media groups, sports clubs, liberation networks and student-led campaigns. Their achievements, hard work and contributions are essential to KCLSU, King's and the wider community. We had over 350 student groups, ranging from academic to fundraising, over 70 sports clubs – King's beat GKT at the Annual Macadam Cup – and at Varsity against Team UCL we had 29 different fixtures, albeit we lost, but scored a respectable 12 points to our rival's 17. Our fantastic student groups hosted events with over 2,000 external speakers. KCLSU Advice & Wellbeing continued to assist an increasingly high number of students as they navigated their way through the university year, which is a testament to the KCLSU support options available to students.

Our judicious financial management and innovative approaches not only navigated us through the aftermath of COVID-19 but have also allowed us to thrive. We are ready to invest in new opportunities that align with our mission and support the student community based on their needs to champion students and their communities.

I sincerely thank last year's officers, trustees, academic representatives, community leaders and student campaigners. To every student who engages with us, your patience and support are highly appreciated and valued.

As we turn the page to a new chapter, let us celebrate our achievements and channel the lessons learned to propel KCLSU to even greater heights in the coming year.

Steven Suresh
President, KCLSU (2023-2024)

Introduction from the Chief Executive



Reflecting on the past year at KCLSU, it's heartening to acknowledge the significant strides we've made towards fulfilling our vision where every King's student is empowered to thrive. The 2022/23 period marked a pivotal year for us, stepping out from the long shadow of the COVID-19 pandemic and embracing a renewed sense of normality.

Our steadfast commitment to providing a sense of belonging, stronger representation, and fostering bright futures for all King's students has continued to drive our efforts. This dedication is reflected in the encouraging results of the National Student Satisfaction Survey, where KCLSU's approval rating among King's finalists surged by 24%. This outstanding achievement, the highest among our London peers, highlights the exceptional work of our student-facing teams and sets a positive precedent for the future.

This year also saw our significant contribution to King's College London's TEF submission, culminating in the university securing a silver award. The collaborative efforts of our staff, academic representatives, and student officers in gathering comprehensive student feedback were instrumental in this success, providing a candid representation of King's student voice.

Our total annual income amounted to £11,008k, resulting in a surplus of £208k compared to the previous year (2022: £115k). Key accomplishments include:

- A record-breaking attendance of 11,000 students at our Welcome Fair;
- An impressive 40,000 votes were cast in our KCLSU Elections, with over 4,000 student roles in various capacities;
- The Vault and Guy's Bar maintaining their gold standard Best Bar None accreditation, underscoring our commitment to safe and inclusive spaces;
- Generating over half a million pounds in our commercial spaces, directly benefitting the student community.

The year brought changes within our leadership team, with our Chief Operating Officer embarking on a new chapter in their career. Looking ahead, we are excited about the opportunities change brings as we welcome new members to our team and lay the groundwork for our forthcoming organisational strategy.

In closing, my deepest gratitude goes to all staff, our student leaders and student members whose tireless efforts and dedication have been pivotal in advancing the mission of KCLSU. Together, we continue to strive towards excellence, ensuring every King's student has the opportunity to flourish.

Denis Shukur
Chief Executive

Trustees' Report



Structure, Governance, Risk and Management

The Articles of Association were last reviewed and updated in 2019. These will be reviewed again during 2023/24, as per compliance with the Education Act 1994.

KCLSU is governed by a Board of Trustees; the Trustees are also Directors of the Charitable Company, Limited by Guarantee and Registered in England and Wales.

The Directors will be called Trustees for the purposes of this report. Two-thirds of the Board are current students of King's College London during their Term of Office and are elected by the members of KCLSU annually. Student Trustees during the period of this report were elected for terms of up to one year. Four non-student Trustees on the Board (Lay Trustees) are appointed for their professional knowledge and skills. Appointed Trustees may serve an initial term of four years, renewable for another four years. Full details of current Trustees and those who served in 2022/23 and who joined or left the Board from 31 July 2022 to 1 August 2023, together with the organisation's principal advisors, can be found in this report's Legal and Administrative Information section.

All Trustees undertake an induction programme and are given briefings on the organisation's operations and values. The induction covers the role of a Trustee, provides an understanding of the legal responsibilities of being a Trustee and Company Director, and, through meeting key Board and Management Team members, provides an appreciation of KCLSU's vision, mission and values and the relationship between Trustees and the Executive. Newly elected or appointed Trustees are invited to attend one or more Board meetings before taking up their positions.

The Trustees are responsible for the overall performance and strategic direction of KCLSU on behalf of its members of over 40,000 King's College London students. In this respect, the Board undertakes self-assessment and further development initiatives as required, ensuring they work to high standards. A board effectiveness survey was conducted in June 2023 to enable trustees to self-appraise board performance during the year ending 31 July 2023.

In addition, annual Board skills, competencies and demographics surveys are conducted in line with Charity Commission best practices.

Financial Statements

The Trustees (who are also the Directors of the charitable company for the Companies Act) present their combined directors' report and trustees' report, including a strategic report, as required by company law, together with the audited financial statements of King's College London Students' Union for the year ended 31 July 2023. The Trustees confirm that the Trustees' report and financial statements of KCLSU comply with the current statutory requirements, the Memorandum and Articles of Association, the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" applicable to charities preparing their accounts under the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) and the Education Act 1994.

Charity Status

King's College London Students' Union is a registered charity, number 1136729, and a company limited by guarantee, number 05762196. King's College London Students' Union is governed by its Articles of Association. King's College London Students' Union operates as KCLSU. KCLSU Ltd, a wholly owned subsidiary of KCLSU, was incorporated on 12 August 2009. The accounts of the subsidiary are consolidated within the annual accounts for the Union.

Charity Objects

The Charity's objectives are to advance the education of students at King's College London for the Public Benefit, in particular by promoting the interests and welfare of students at King's College London during their course of study and representing, supporting and advising students; being the recognised representative channel between students and King's College London and any other external bodies; and providing social, cultural, sporting and recreational activities, and forums for discussions and debate for the personal development of students.

Registered Office

KCLSU, Bush House, 300 Strand, London WC2R 1AE

Student Officers

The role of the Student Officers is to represent students at King's College London and to influence change within KCLSU, at King's College London, and externally via the National Union of Students. The Student Officers, who are also Trustees, are elected by the students of King's College London and are led by the President. The Student Officers serving during the period of this report are shown below:

	During the year 2022/23	During the year 2023/24
President	Mohd Yasir Khan	Steven Suresh
Vice President for Education (Arts and Sciences)	Sara Osman Saeed	Sadaf Cheema Abbas
Vice President for Welfare and Community	Martina Chen	Syed Muhammad Hassan Ali
Vice President Activities and Development	Tejveer Singh Nag (resigned 16/5/2023)	Thea Turton
Vice President for Education (Health)	Julia Kosowska	Janvi Agasia
Vice President for Postgraduates	Shagun Bhandari	Alizeh Abrar

Board of Trustees

The Board's role is to set KCLSU's strategic direction, monitor the delivery of its charitable objectives, uphold its values and governance, and guide, advise and support the Student Officers and the Chief Executive. The Trustees who served during the year are listed below, together with incoming trustees whose term of office commenced on or before 1 August 2023.

After a review of the committees' roles and remit in 2022/23 Trustees also serve on sub-committees, with a delegation of authority in place to review and agree and have oversight of areas of special interest on behalf of the Board: Finance, Audit & Risk (FAR); Human Resources (HR); Governance, Policy & Compliance (GPC), and Performance.

The Chair of the Board of Trustees 2022/23 – Mohd Yasir Khan

Vice-Chair of the Board of Trustees – Sonika Sidhu

Trustee and Sub-Committee Membership 2022/23	Term Started	Term Ended	Trustee and Sub-Committee Membership 2023/24	Term Started	Term Ended
Sonika Sidhu Vice Chair of Board; HR Chair	5/11/2015	5/11/2023			
Belinda Bickimann HR Chair	8/12/2023	-			
Julie Clarke FAR Chair	31/10/2019	1/12/2023			
Nazreem Visram Performance Chair	1/3/2021	-			
Marcus Lee GPC Chair	28/7/2021	-			
Mohd Yasir Khan President, Chair of KCLSU; Ex-officio member of: GPC, FAR, Performance, HR	1/8/2022	31/7/2023	Steven Suresh President, Chair of KCLSU; Ex-officio member of: GPC, FAR, Performance, HR	1/8/2023	31/7/2024
Sara Osman Saeed Vice President for Education (Arts and Sciences); FAR, GPC, Performance	1/8/22	31/7/23	Sadaf Abbas Cheema Vice President for Education (Arts and Sciences); GPC, Performance	1/8/2023	31/7/2024
Martina Chen Vice President for Welfare and Community; HR, GPC, Performance	1/8/22	31/7/23	Syed Muhammad Hassan Ali Vice President for Welfare and Community; FAR, HR	1/8/2023	31/7/2024
Tejveer Singh Nag Vice President Activities and Development; FAR, HR, Performance	1/8/22	Resigned 16/5/23	Thea Turton Vice President Activities and Development; Performance, GPC	1/8/2023	31/7/2024

Trustee and Sub-Committee Membership 2022/23	Term Started	Term Ended	Trustee and Sub-Committee Membership 2023/24	Term Started	Term Ended
Julia Kosowska Vice President for Education (Health); FAR, GPC,	1/8/22	31/7/23	Janvi Jagasia Vice President for Education (Health); FAR, GPC	1/8/2023	31/7/2024
Shagun Bhandari Vice President for Postgraduates; FAR, HR, GPC	1/8/22	31/7/23	Alizeh Abrar Vice President Postgraduates; HR	1/8/2023	31/7/2024
Reema Almhaisen Student Trustee, FAR, HR, Performance	1/11/22	31/7/23	Virajit Singh Student Trustee, FAR, GPC	1/8/2023	31/7/2024
Amy Lock Student Trustee, FAR, Performance	1/11/22 (re-elected 1/11/22)	31/7/23	Mohammad Uhayd Student Trustee GPC	1/8/2023	31/7/2024
Rawaha Husam Al-deen Student Trustee, GPC	1/11/22	31/7/23	Oluwatofarati Alabi Student Trustee Performance, HR	1/8/2023	31/7/2024
Thea Turton Student Trustee, HR, GPC	1/11/22	31/7/23	Alavi Hossain Student Trustee FAR	1/8/2023	31/7/2024

Senior Leadership Team

The role of the Senior Leadership Team (SLT) is to realise and implement KCLSU's vision, mission and strategy; monitor the delivery of its operational objectives; uphold its values whilst developing the organisation; and guide, advise and support the full and part-time staff. The Chief Executive leads the Senior Leadership Team.

Chief Executive	Denis Shukur
Deputy Chief Executive	Tony Logan (resigned 15/9/2023) Sam Cooper (appointed 5/2/2024)
Director of Digital and Communications (interim) (from 6/9/2021 - 14/8/2022)	Claire Gilby
Director of Communications, Marketing & Data (appointed 15/8/2022)	Claire Gilby
Chief Operating Officer (resigned 29/6/2023)	Gabriella Tamas
Director of People (appointed 19/9/2023)	Louise Conder
Director of Finance and Systems (appointed 20/11/2023)	Mark Turtle

Principle places of business

KCLSU at Strand Campus (Registered Office), Bush House, 300 Strand, London WC2R 1AE;

KCLSU at Guy's Campus, Boland House, St Thomas Street, London SE1 1UL;

KCLSU at Waterloo Campus, First Floor, Franklin-Wilkins Building, Stamford Street, London SE1 9NH;

KCLSU at Denmark Hill, Cutcombe Road, London SE5 9RJ

How governance works at KCLSU

The role of the Trustees at KCLSU is threefold:

- To provide leadership through governance;
- To be the strategic partner for Senior Management;
- To fulfil their fiduciary responsibilities under Charity Law, the Education Act 1994 and Company Law.

Day-to-day operational and staff management is delegated under the Articles of Association to the Chief Executive, who is responsible to the Trustees for strategy development, implementation of policies and procedures, and operational performance.

Representation of students is delegated to the President, who, along with other Student Officers, focuses on representing King's College London students.

The KCLSU Board meets up to six times per year. In addition, there are four sub-committees on which Trustees may work to develop closer working relationships with staff and advise the Board. The sub-committees in 2022/23 were as follows:

- Performance Committee - to ensure delivery and measurement of organisation performance to strategic objectives set by the Board and to provide oversight of commercial operations;
- Finance, Audit & Risk Committee - to review the effectiveness of risk management (including health & safety) and financial controls and receive external audit opinion on the organisation's financial statements;
- Governance, Policy and Compliance Committee - to ensure governance procedures and democratic processes are being adhered to and developed as necessary, and ensuring compliance with best practice and legislative requirements, including data protection;
- Human Resources Committee - to review people management policies and procedures and the reward and recognition frameworks.

All KCL students are automatically members of KCLSU unless they choose not to be (opt-out).

The Head of Governance and Compliance provides support and guidance to the Board and SLT, and acts as the Clerk to the Board and the sub-committees

Law and the Memorandum of Understanding with King's College London

Annually, KCLSU and KCL agree a Memorandum of Understanding (MoU). This was reviewed and agreed in July 2022. The MoU also contains the Code of Practice agreed between KCLSU and KCL, under which KCLSU is compliant with the Education Act 1994, Part II. A Relationship Agreement with KCL, that outlines collaborative initiatives and projects, was reviewed and agreed in 2022/23 by the President of KCLSU with the Principal of KCL.

Networks and affiliates

During the year KCLSU was affiliated to or joined the following bodies at the following costs:

Advice UK	£351
BUCS (British Universities and Colleges Sports)	£15,753
CSV (Community Service Volunteers)	No charge
NUS (National Union of Students)	£37,500
Volunteering England	No charge

Associate Members

During the year 2022/23, negotiations were completed between KCLSU, KCL and The Courtauld Institute for KCLSU to provide Associate Membership services to students of the Courtauld Institute. This provides Courtauld Institute students access to KCLSU Clubs, Societies and Activity Groups as Associate Members. The effective date of the agreement was 1 August 2022.

In addition, KCLSU provides Students' Union services to students attending TEDI-London. The Agreement provides Services by KCLSU to TEDI-London students, including provision of academic and non-academic advice and support; access to all KCLSU Clubs, Societies and Activity Groups; access to all KCLSU venues, spaces, and student discounts.

Other Associate Members are (note: these memberships provide only for access to KCLSU student activity groups and are paid on an individual basis by the students):

- University of Nôtre Dame;
- University of North Carolina.

Professional Advisors

- Auditors - Buzzacott 130 Wood Street London EC2V 6DL
- Bankers - Santander UK PLC, 2 Triton Square, Regent's Place, London NW1 3AN
- Investment Fund Managers - Newton Investment Management Limited, The Bank of New York Mellon Centre, 160 Queen Victoria Street, London EC4V 4LA
- Legal Advisers - Bates, Wells and Braithwaite LLP, 2-6 Cannon Street, London EC4M 6YH; TLT Solicitors 20 Gresham Street London EC2V 7JE and; David Banks Media Law, Moyola House, 31 Hawthorn Grove, York, England, YO31 7YA

Employees

We employed an average of 80 salaried staff team members and 160 student staff team members during the year. Our teams work across four campuses in London and their dedication and commitment are at the heart of our achievements. Our team members have a wide variety of talent and experience, coming from a variety of backgrounds including former students of King's College London, industry experts and managers with both private and charity sector experience. This diversity encourages a team atmosphere and a culture of innovation and entrepreneurship. We are committed to ensuring that no-one at KCLSU is discriminated against, either directly or indirectly, and we will strive in all we do to serve the interests of our staff from all sections of society. We pay London Living Wage to our student staff. For salaried staff, there is a spine-point increase each year within each salary band and there is also a discretionary cost of living pay increase.

Senior leadership salaries

The performance management and salary setting for the Senior Leadership Team is consistent with the process for the rest of KCLSU. Job roles are evaluated by an external job evaluator based on responsibility, technical skills and budget management. Once evaluated, the roles then fit within the KCLSU pay scale.

Trustees' responsibilities statement

The Trustees (who are also directors of KCLSU for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements under applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- Prepare the financial statements on going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the charitable company's assets and, hence, taking reasonable steps to prevent and detect fraud and other irregularities. The Board of Trustees are responsible for maintaining the integrity of the corporate and financial information on the charitable company's website.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and;
- That Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Public benefit

The Trustees have a duty to report on 'public benefit' by explaining the significant activities undertaken in order to carry out our aims for the public benefit, and our achievements measured against those aims. The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit when setting objectives and planning activities.

Operational and financial review

In 2019, the Board agreed our new Six Year Strategy 2019-2025, which was reviewed in 2021 to accommodate changes caused by the effects of the covid pandemic.

Charity Commission Code statement

KCLSU has chosen to apply the Charity Commission Governance Code to benchmark our governance and compliance against the seven principles of best practice generally accepted for larger charities.

Strategic Report



Achievements and Performance

Our mission is to improve student experiences and make sure that every King's student has the opportunity to thrive. We're a Union run by students, for students. KCLSU is independent of King's College London, but we do work closely with them to make positive changes for students.

This year, the 22/23 impact report found...

kclsu
Our Students' Union

20,000 students

said "Hello!" by visiting our Hubs desks



"The staff are always very friendly and willing to help, it is nice to know that they are approachable"

"A student-led organisation which represents, coordinates, and supports students' interests"

As a democratic not-for-profit membership organisation, students lead us at every level to achieve our priorities of

Representation



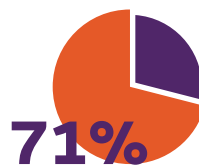
Belonging



Futures



The majority of our Representation Leads agreed that within their roles they felt equipped with the knowledge of students' lived experiences, informing the issues they were working on!



750+

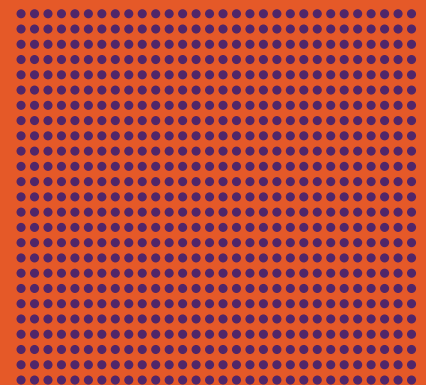
Academic Reps in Term 1

"I love their welcoming and warm nature"

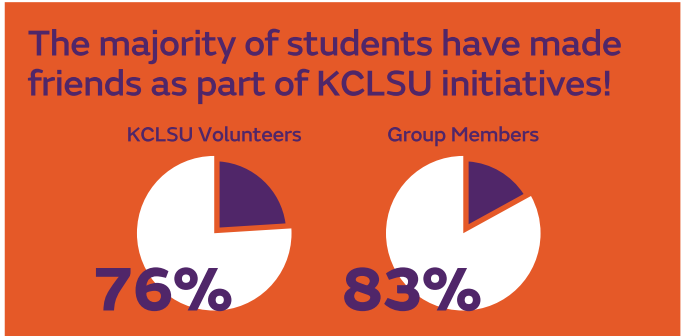
The KCLSU Advice Service is a free, confidential and impartial service that supports students with issues affecting their studies.

100%

of visitors to the Take Time Out tent rated their experience as positive!



350+ student groups
at KCLSU ranging from academic to fundraising, and
70+ sports clubs
with KCL beating GKT at the annual Macadam Cup!



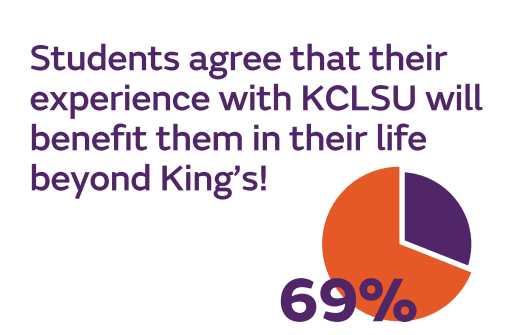
“Through KCLSU societies, I have found lots of new peers, acquaintances, and friends”

“Learning about another culture was really interesting, and the event itself was really wholesome, relaxing and fun”

One World feedback

100%
of students surveyed said that events in Women’s History Month and LGBTQ+ History Month made them feel part of a supportive and accepting community!

“The project management and leadership skills I’ve developed as president will be invaluable to me in my career, and has already proven very valuable when applying for jobs”



30,876 votes cast
in our elections this spring to select our leaders!

“I have enjoyed spending time in KCLSU spaces, where I made new friends and had effective study sessions”

KCLSU Annual Survey feedback

Students rated the World Cup events 4.6/5






The majority of students felt our spaces were safe and inclusive...

Space	Percentage
The Vault	89%
Guy's Bar	82%
KCLSU cafes	91%

...and 75% felt Guy's Bar was good value for money!



3,600
sustainable sweatshirts and hoodies sold

6,500      
brownies sold

17,500      
sandwiches, paninis, and wraps sold

£556,000
in student staff wages



That's money back into student pockets!

“Thank you, because it has been really helpful for me to feel that I'm part of King's community”

The accomplishments of this year will help us continue to improve and implement effective positive change for our members, carry on with trustful relationships, and most importantly, celebrate the achievements of our students and staff. Read the full report [here](#).

“I've had lots of very helpful emails and have been made to feel very welcome, which is especially important as I'm studying remotely”

Achievements and Performance

KCLSU is a union run by students for students and is here to improve student experience and make sure that every King's student has the opportunity to thrive. We are independent of King's College London, but we do work closely with them to make positive changes for students. We work to provide the tools for King's students to feel a sense of belonging, to have a platform to raise their voices and gain skills to look forward to their bright future.

We are a union where individuals connect, have fun, build communities, share experiences, and make change.

As a democratic not-for-profit membership organisation, students lead us at every level to achieve our strategic priorities of: Representation, Belonging and Futures.

Our impact, as shown in summary by this infographic, is measured in the ways we work together, collaboratively supporting our student members. We dare to push boundaries, encouraging students to do so and be brave. In 2022/23 we facilitated change and improved the student lives of our members by empowering a student-led community to deliver impactful projects, campaigns, and work that inspires a future where the student experience is enhanced.

The accomplishments of the year will help us continue to improve and implement effective positive change for our members, carry on with trustful relationships, and, most importantly, celebrate the achievements of our students and staff.

Plans for future periods

As we embark on the 2023/24 academic year, we present this overview of the plan for KCLSU. Reflecting on our achievements from the previous year, we remain dedicated to our vision: empowering every King's student to thrive. This year, we are excited to build upon our past successes and address the areas for growth identified in our last annual reflection.

Key Focus Areas

- **Complete Strategy Implementation** - Building on the foundation laid in 2022/23, we will work on completing our strategic plan across all departments. We will focus on translating this strategy into actionable departmental plans, adequately resourced to foster sustainable progress in the coming years;
- **Dashboard Creation** - Transparency and accountability remain at the core of our operations. To this end, we will develop a comprehensive dashboard to monitor KCLSU's performance against our strategic objectives and Key Performance Indicators (KPIs). This tool will leverage credible data from mapped surveys, enhancing our ability to communicate our achievements and improvement areas to internal and external stakeholders;
- **Strengthening Relationship Agreements** - The Relationship Agreement Working Group (RAWG) meetings will continue to be a cornerstone of our collaboration with King's College London. We aim to ensure these meetings review progress on key projects and reflect our shared commitments in KCL's departmental quarterly updates;
- **Enabling Strategy Development** - A key aspect of our forward plan is to define the roles and service legal agreements between KCLSU's enabling departments, our internal stakeholders, and the student body. This clarity will enhance our operational efficiency and strengthen our service delivery to the student community.

As we move forward, our commitment to creating a supportive, inclusive, and dynamic environment for every King's student remains unwavering. We are dedicated to constantly evaluating and improving our strategies, ensuring that KCLSU meets and exceeds the expectations of our students and other stakeholders.

Financial Performance Summary

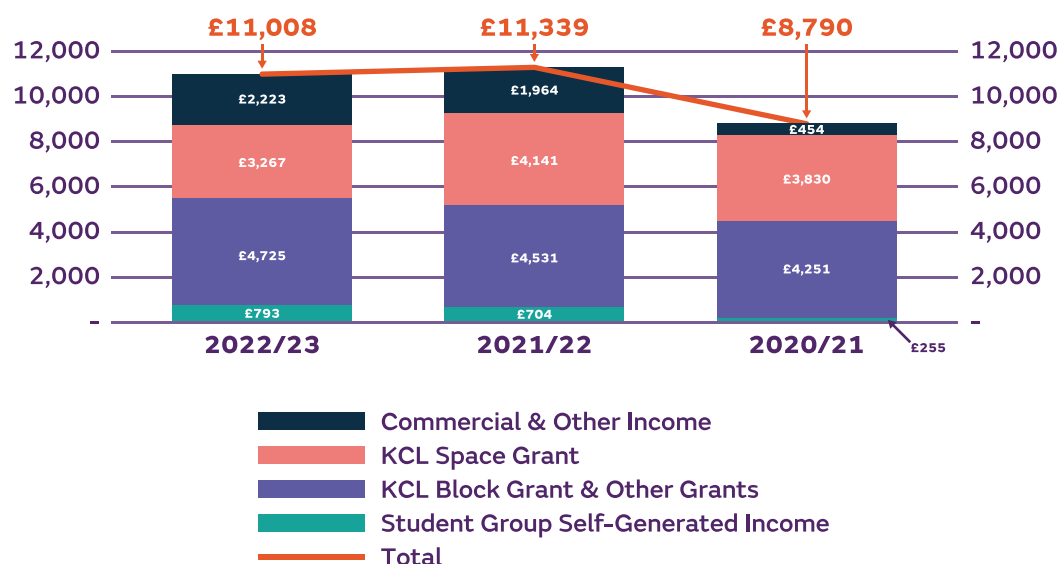
- Income from student community venues has increased beyond £2 million landmark to £2,223k, which together with the KCL Grants resulted £11,008k income against which we spent £10,798k resulting £208k surplus;
- We also provided funds and administrative support to over 400 societies and sport clubs (SAGs) involving more than 12,000 students, resulting in a £36k surplus in 2022/23.

	KCLSU	SAG & Restricted	Total
Income	£'000	£'000	£'000
King's College London Grant	7,767	225	7,992
Trading And Other Income	2,223	793	3,016
Total Income	9,990	1,018	11,008
Expenditure on			
Raising Funds	895	-	895
Charity Activities	8,966	983	9,949
Past Service Pension Deficit & Investment Loss	(44)	-	(44)
Total Expenditure	9,817	983	10,800
Surplus For The Year	173	35	208

Income Analysis (£'000)

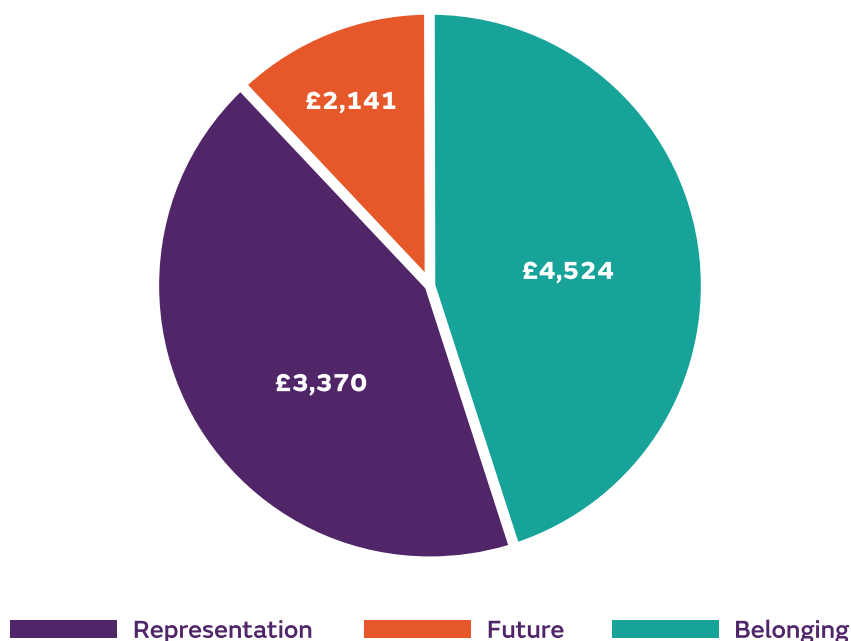
- Income in 2022/23 was £11,008k, including £4,725k cash grant and £3,267k space grant from KCL (premises used for activities, social spaces and bars);
- Compared to 2021/22, commercial and other income increased by £259k to £2,223k.

KCLSU Income Comparison ('000)



**2022/23 –
Expenditure analysis
by strategic themes
(£000)**

- We have spent £10,036k across three strategic themes: Representation, Future, and Belonging;
- We allocated direct costs of events and services provided by student employees and permanent staff to strategic themes. The costs of social and study spaces and running the infrastructure are also allocated against the themes.

**Expenditures by strategic themes
in detail (in £million)**

Future £2.141m: Advice and Support, Community Engagement, Officers, Events

Representation £3.370m: Advice and Support, Community Engagement, Elections, Officers, Events

Belonging £4.524m: Hubs, Bars and Cafés, Welcome Fair, Culture Ball and other events

Detailed Financial Review

Income	Unrestricted income for the year was £9,990k, a decrease of £514k (5%) compared to the previous year. The decrease was primarily due to a £873k decrease in the King's College London in-kind space donation in 2022/23 when the university changed the method of space donation calculation. It is offset by a £100k increase in the cash grant fund received from King's College London, and the commercial income also increased by £184k (21%).
Costs	Total expenditure from unrestricted funds for the year decreased by £487k (5%) to £9,815k, of which £873k corresponds with the decrease of King's College London space charge and additional spending of £290k (13%) on growing support of student representation and student activities groups.
Unrestricted outcome	The outcome for the year was a surplus of £173k, primarily due to the decrease in Past Pension liabilities when the Bank of England increased the base rate from 1.25% to 5%.
Restricted funds	Comprise monies held for student activity groups (ratified clubs and societies, which are branches of KCLSU) and grants received from King's College London specifically for student-facing projects. During the year, these societies received £793k in income, against which they spent £758k, resulting in a net £35k surplus.
Fixed assets	The value of KCLSU's fixed assets increased by £134k due to the refurbishment of Guy's Bar.
Investment	We invested £750k in Newton Charity Investment Fund in 2021, which has been adversely affected by the macroeconomic impacts of the UK government's financial policy, including a high inflation environment. As a result, the value of the investment was reduced by £12k until 31 July 2023.
Non-restricted reserves	The General Reserve available to fund operations was £1,714k at the year-end, excluding the long-term pension liability of £974k. Core operating costs are calculated as a sum of the direct costs of student representation, communications, and student activities, excluding the college space charge, which is budgeted at £4,346k in 2023/24; our position on 31 July 2023 is equivalent to 4.7 months of reserves. This is in line with KCLSU's reserves policy, which stipulates that general reserves should be maintained within three to nine months of core operating costs. We have also developed a long-term financial strategy to manage the reserve level more effectively.
Defined benefit pension scheme	<p>Based on the last actuarial valuation in 2022, KCLSU's overall deficit liabilities decreased by £121k, including £75k of cash payments in a year, to £974k in 2022/23. The annual contribution to the scheme is scheduled to increase by an additional 5% in 2023/24 to eliminate the deficit over the next fourteen years until May 2037.</p> <p>Due to significant Bank of England (BOE) base rate increases, from 1.25% in July 2022 to 5% in July 2023, we adopted a discount rate of 5.95% in 2022/23 based on the recommendation from the SUSS administrator. The considerably higher discount rate has materially reduced the Net Present Value of future liabilities, translating to a significant gain in the 2022/23 account.</p>

Growing Concern

The Trustees consider that there is a reasonable expectation that KCLSU has adequate resources to continue in operational existence for the foreseeable future. Therefore, they continue to adopt the going concern basis in preparing the annual financial statements.

The Trustees have made this assessment for at least one year from the approval date of these financial statements.

During the 2022/23 financial year, KCLSU's free reserves decreased and stood at £1,523k (2022/23: £1,631k). KCLSU is committed to rebuilding its free reserves by diversifying the commercial offer, especially improving the online retail business. In January 2023, The Union Shop moved the online portal to a more user-friendly platform, enabling the managers to monitor the order and stock level to improve customer experience. The Union's cash flow remains strong during the first quarter of 2023/24. The trading units reported strong results from the beginning of the 2023/24 academic year.

The outlook for the next 18 months remains positive. In addition to the commercial success, the Union benefits from a three-year grant agreement with King's College London. It provides certainty to KCLSU to focus on delivering the strategic objectives.

The Trustees think KCLSU will have sufficient resources to meet its liabilities as they fall due.

Risk Management

The Trustees are responsible for KCLSU's risk management and the effectiveness of internal controls. On behalf of the Trustees, the Senior Leadership Team review major risks and the mitigating measures. The ongoing management of risk is overseen by the Finance, Audit & Risk Committee, with each of the other three committees reviewing related items of risk on a termly basis.

Other key risks identified at the year-end 31 July 2023 were:

Risk	Mitigation
External speakers' policy was updated to include topics for student debate within the context of freedom of speech. This includes the risk of disagreements regarding the decision-making processes. The joint KCL/KCLSU position on free speech has been agreed.	The speaker requests reduction in risk at the end of the year due to summer break. The expectation is that this will return to a higher level in the new Academic Year 2023/24.
Staff turnover with knowledge loss of operational staff/recruitment challenges for new staff causing reduced delivery of operations and services.	Head of Advice & Wellbeing in place, Head of Governance 10 July 2023 and Director of Finance and Systems November 2023.
Breaches of Safe Space expectations by students by other students within societies.	This is ongoing and includes some allegations of misconduct by committee members against others.
Industrial action at KCL causes a significant increase in complaints to KCLSU and requests for student advice and support: boycott of exam marking (summer 2023).	Boycott of exam marking causes delay in students receiving results, leading to the inability to graduate.
The cost of living negatively impacts staff and students.	Impact on KCLSU commercial revenues with students spending less. The continuing cost of living pressures on staff.

Ethical Investment Policy

1.1 KCLSU, in line with its Ethical Policy, will only engage in socially responsible investment where reasonable. KCLSU has been mandated by the student body to invest funds in ethical and environmentally responsible businesses, banks and fund holders. The Trustees are required to ensure the assets are invested in line with the ethical values of KCLSU.

1.2 A company or bank will be deemed unethical if there is evidence that it:

- Fails to uphold basic human rights, as the UN Convention 1948 notes;
- Knowingly provides resources to those who will use them to commit human rights abuses;
- Fails to uphold basic labour rights, including the right to form a Union;
- Gives vocal, economic or diplomatic support to a regime, enabling it to continue to commit human rights abuses;
- Produces or invests in the production of armaments or torture equipment;
- Tests on animals purely for cosmetic purposes;
- Produces tobacco or invests directly in the tobacco industry;
- Extracts Fossil Fuels or significantly invests in the Fossil Fuel industry;
- Significantly invest in gaming and gambling.

The Trustees Report, incorporating a Strategic Report, was approved by the Board of Trustees and signed on its behalf by:

Steven Suresh

President and Chair of the Board of Trustees

Approved by the Board of Trustees 11 April 2024

King's College London Students' Union (registered company no. 05762196)

Independent Auditor's Report

to the members of King's College London Students' Union for the year ended 31 July 2023

Opinion

We have audited the financial statements of King's College London Students' Union (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 July 2023 which the comprise the group statement of financial activities, the group and charitable parent company balance sheets and group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 July 2023 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- and have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

- Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue
- Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially

**Other information
(cont.)**

inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other
matters prescribed
by the Companies Act
2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

**Matters on which we
are required to report
by exception**

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of
trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of representatives of management and the review of minutes of Board of Trustee meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of where management considers there was susceptibility to fraud and knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Gained an understanding of the processes in place for the management of the charity's investments and confirmed the validity of withdrawals from investments; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Review of the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Agreeing accounts disclosures to underlying supporting documentation.

As a result of our procedures we did not identify any key audit matters relating to irregularities.

Auditor's responsibilities for the audit of the financial statements (cont.)

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alison Pyle (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

18 April 2024

Report and Consolidated Financial Statements

For the year ended 31 July 2023



King's College London Students' Union (registered company no. 05762196)

Consolidated Statement of Financial Activities incorporating the Income and Expenditure Account

For the year ended 31 July 2023

	Notes	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £
Income and Endowments from:					
Donations and legacies					
King's College London Grant	2	7,767,302	224,504	7,991,806	8,671,641
Charitable activities					
Student Community Venues	3	1,082,484	-	1,082,484	1,096,488
Student Activity Groups		-	793,354	793,354	703,610
Other trading activities					
Sponsorship Income	4	34,430	-	34,430	33,250
Subsidiary Trading Company	5	962,912	-	962,912	780,243
Events and other generated income	6	54,375	-	54,375	54,268
Investments					
Interest Receivable		9,867	-	9,867	-
Dividends income		16,440	-	16,440	-
Miscellaneous income		62,301	-	62,301	-
Total		9,990,111	1,017,858	11,007,969	11,339,500
Expenditure On:					
Raising funds					
Sponsorship Expenditure		105,952	-	105,952	156,871
Subsidiary Company Expenditure	5	789,132	-	789,132	633,829
Charitable activities					
Student Community Venues	3	3,135,027		3,135,027	3,220,950
Student Representation & Communication	7	2,762,671	195,104	2,957,775	3,254,165
Student Activity	8	2,863,377	29,400	2,892,777	2,943,607
Student Activities Group	9	205,319	758,126	963,445	995,991
Other					
Pension costs - Deficit provision	10	(46,228)	-	(46,228)	9,112
Total Expenditure		9,815,250	982,630	10,797,880	11,214,525
Net income for the year		174,861	35,228	210,089	124,975
Other Recognised Losses					
Unrealised loss on investments	15	(2,075)	-	(2,075)	(10,166)
Net movement in funds		172,786	35,228	208,014	114,809
Reconciliation of funds:					
Total funds at 1 August 2022		809,203	624,450	1,433,653	1,318,844
TOTAL FUNDS AT 31 JULY 2023		981,989	659,678	1,641,667	1,433,653

No separate statement of financial activities has been presented for the charity alone as permitted by section 408 of the Companies Act 2006. The Charity made a loss of £62,055 (2022: £110,829) during the year.

The annexed notes form part of these financial statements

King's College London Students' Union (registered company no. 05762196)

Consolidated Balance Sheet

For the year ended 31 July 2023

	Notes	Parent 2023 £	Group 2023 £	Parent 2022 £	Group 2022 £
Fixed Assets					
Tangible Assets	14	241,602	241,602	107,259	107,259
Investments	15	738,328	738,328	740,403	740,403
		979,930	979,930	847,662	847,662
Current Assets					
Stocks		51,603	161,955	112,828	112,828
Debtors	16	485,477	365,368	277,832	437,946
Short term deposits		507,916	507,916	-	-
Cash at bank and in hand		1,578,382	1,596,106	2,631,625	2,657,048
		2,623,378	2,631,345	3,022,285	3,207,822
Creditors: amounts falling due within one year	17	(1,257,102)	(1,074,642)	(1,585,833)	(1,605,393)
Net Current Assets		1,366,276	1,556,703	1,436,452	1,602,429
Creditors: amounts falling due after one year	18	(894,966)	(894,966)	(1,016,438)	(1,016,438)
Total Net Assets		1,451,240	1,641,667	1,267,676	1,433,653
Funds					
Unrestricted funds:					
Designated Capital Fund	20	241,602	241,602	107,259	107,259
Pension Fund	20	(973,971)	(973,971)	(1,095,443)	(1,095,443)
General Fund	20	1,523,931	1,714,358	1,631,410	1,797,387
		791,562	981,989	643,226	809,203
Restricted Funds	20	659,678	659,678	624,450	624,450
		1,451,240	1,641,667	1,267,676	1,433,653

The financial statements have been prepared in accordance with the Financial Reporting Standard 102.

The financial statements were approved, and authorised for issue, by the Board of Trustees on 11 April 2024 and signed on their behalf by:

STEVEN SURESH, Chair of Trustees

The annexed notes form part of these financial statements

King's College London Students' Union (registered company no. 05762196)

Consolidated Cash Flow Statement

For the year ended 31 July 2023

	2023 £	2022 £
Cash flows from operating activities		
(Deficit)/surplus for the financial year	208,014	114,809
Adjustments for:		
Depreciation	99,151	58,392
Increase in stocks	(49,127)	(3,819)
Decrease/(increase) in debtors	72,578	(350,818)
(Decrease)/increase in creditors	(530,751)	644,363
Decrease in provision for Pension Past Service Deficit	(121,472)	(62,549)
Investment income	(26,307)	-
Loss on investments	2,075	10,166
	(345,839)	410,544
Cash flows from investing activities		
Purchase of tangible fixed assets	(233,494)	(77,979)
Disposal of tangible fixed assets	-	11,358
Investment income	26,307	
Funds invested in year	-	(750,000)
Purchase of short term deposits	(507,916)	-
	(715,103)	(816,621)
Net increase in cash and cash equivalents	(1,060,942)	(406,077)
Cash and cash equivalents at 1 August 2022	2,657,048	3,063,125
Cash and cash equivalents at 31 July 2023	1,596,106	2,657,048

Components of cash and cash equivalents

	At 1 August 2022 £	Cashflows £	At 31 July 2023 £
Cash at bank and in hand	2,657,048	(1,060,942)	1,596,106

Major non-cash transactions

- -

Notes to the Financial Statements

For the year ended 31 July 2023



1. Accounting policies **Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the requirements of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2019), the Financial Reporting Standard applicable in the UK (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements are presented in sterling and rounded to the nearest pound.

Going Concern

The Trustees consider that there is a reasonable expectation that KCLSU has adequate resources to continue in operational existence for the foreseeable future and, for this reason, they continue to adopt the going concern basis in preparing the annual financial statements.

The Trustees have made this assessment with respect to a period of at least one year from the date of approval of these financial statements.

During the 2022/23 financial year, KCLSU's free reserves decreased and stood at £1,523k (2022/23: £1,631k). During the first quarter of 2023/24, the Union's cash flow remains strong. The trading units reported strong results from the beginning of the 2023/24 academic year.

The outlook for the next 18 months remains positive. In addition to the commercial success, the Union benefits from a three-year grant agreement with King's College London. It provides certainty to KCLSU to focus on delivering the strategic objectives.

The trustees are of the opinion that KCLSU will have sufficient resources to meet its liabilities as they fall due.

Group financial statements

The financial statements consolidate the results of the wholly owned subsidiary company, KCLSU Limited, which undertakes commercial activities on behalf of the Union and gift aids its annual taxable profits to the Union. No separate statement of financial activities has been presented for the charity alone as permitted by section 408 of the Companies Act 2006.

Company status

King's College London Students' Union is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1.

Fund accounting

i) Restricted funds represent funds raised or donated for a specific purpose which can only be applied by the Trustees for that purpose. Funds raised by clubs and societies are deemed to be restricted for the particular club or society.

ii) Designated funds represent amounts allocated by the Trustees, at their discretion, which are earmarked for a particular purpose. They may include funds already expended on fixed assets or funds which are due to be spent on a fixed asset or project in the near future.

1. Accounting policies (cont.)

iv) The Pension Fund Reserve represents a negative reserve representing the future liability to fund the deficit on the Students' Union Superannuation Scheme. It equates to the pension scheme. It is treated as a separate reserve because of the long term nature of the liability which, it is anticipated, will be funded by future income streams.

Income

Income is recognised in the period in which the Union has entitlement to the income, the amount can be reliably measured, and it is probable that the income will be received.

Revenue grants are credited to income on the earlier date of when they are received or when they are receivable, unless they relate to a specific future period, in which case they are deferred. Investment Income is recognised on an accruals basis.

Capital grants received to fund fixed assets are accounted for in the statement of financial activities as restricted funds when the Union becomes entitled to receive them. Depreciation of the related fixed assets is charged against the restricted fund.

Donated facilities from the University are included in the accounts at an estimated basis. No amounts are included in the financial statements for services donated by volunteers.

Donations are accounted for in the Statement of Financial Activities when the Union becomes entitled to receive them. Those subject to restrictions on use are classified as Restricted Funds.

Resources Expended

Expenditure is accounted for on an accrual basis once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure has been included under expense categories that aggregate all costs for allocation to activities. Administrative support costs are allocated on the basis of the number of permanent staff in each of the activities. Facilities costs are allocated based on the floor area occupied.

Governance costs, included in support costs, comprise strategic planning, management and organisational costs including legal advice and audit fees.

Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the statement of financial activities.

Tangible fixed assets

Fixed assets are depreciated over their estimated useful economic lives. The threshold for capitalisation is £1,000 and the useful life for each asset is determined as shown below:

Equipment, including motor vehicles, is capitalised and depreciated over the estimated lives of the assets. Full year depreciation is provided in the year of purchase. The rates of depreciation currently used are as follows:

Leasehold Building Works - 10% to 20%

Union Equipment - 20% to 33%

Full year depreciation is provided in the year of purchase.

**1. Accounting policies
(cont.)****Stocks**

Stock is valued at the lower of cost and net realisable value.

Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the Union has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial Instruments

The Union only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Cash at bank and in hand is classified as a basic financial instrument and is measured at face value. Short term deposits are fixed term deposit accounts with a maturity date between 3 and 12 months.

Pensions

In relation to the multi-employer defined benefit scheme, which is closed to future accrual, as set out in note 22 full provision is made for the total agreed contributions payable to meet the fund deficit. The provision is based on the total contributions payable at the year end, discounted to net present value.

In relation to the defined contribution scheme, as set out in note 22, contribution are accounted for as they fall due.

1. Accounting policies (cont.)**Critical accounting estimates and areas of judgements**

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation;
- allocation of staff and support costs across activities;
- estimating the value of the bad debt provision;
- valuation of donations in kind received during the year;
- actuarial assumptions used to determine the valuation of the pension scheme liabilities in relation to the Students' Union Superannuation Scheme (SUSS). A discount rate of 5.95% (2022: 2.75%) has been used in line with industry standards;
- estimating future cashflows for the purpose of assessing going concern.

2. King's College London Grant

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Core Grant	4,500,000	-	4,500,000	4,400,004
Donated space from College	3,267,302	-	3,267,302	4,140,562
Other Grants	-	224,504	224,504	131,075
	7,767,302	224,504	7,991,806	8,671,641
	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	
Core Grant	4,400,004	-	4,400,004	
Donated space from College	4,140,562	-	4,140,562	
Other Grants	-	131,075	131,075	
	8,540,566	131,075	8,671,641	

Other grants are for restricted purposes.

3. Student community venues

	Income 2023 £	Expenditure 2023 £	Total 2023 £	Total 2022 £
Sales	967,146	-	967,146	941,794
Less: Costs of Sales	-	(323,227)	(323,227)	(296,711)
			643,919	645,083
Add: Brewers Discounts	-	16,659	16,659	180
Gross Profit			660,578	645,263
Other Income				
Entertainment Income	111,781	-	111,781	137,038
Games Machines Income	46	-	46	88
Others	3,511	-	3,511	17,568
Direct Costs				
Staff Costs	-	(710,789)	(710,789)	(675,943)
Other Costs	-	(210,555)	(210,555)	(209,150)
			(145,428)	(85,136)
Indirect Costs				
Support Costs (Note 11)	-	(1,907,115)	(1,907,115)	(2,039,326)
	1,082,484	(3,135,027)	(2,052,543)	(2,124,462)

4. Sponsorship income

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Marketing and Sponsorship	1,700	-	1,700	-
Welcome Fair	32,730	-	32,730	33,250
	34,430	Nil	34,430	33,250
	Unrestricted Funds 2022 £	Restricted Funds 2022 £		Total Funds 2022 £
Marketing and Sponsorship	-	-		
Welcome Fair	33,250	-		33,250
	33,250	Nil		33,250

5. Subsidiary trading company

	Income 2023 £	Expenditure 2023 £	Total 2023 £	Total 2022 £
KCLSU Limited				
Venues				
Sales	120,566	-	120,566	186,271
Less: Costs of sales	-	(22,159)	(22,159)	(38,864)
Profit			98,407	147,407
Shop				
Sales	842,346	-	842,346	593,972
Less: Costs of sales	-	(405,332)	(405,332)	(297,976)
Profit			437,014	295,996
Administrative Expenditure				
Permanent Staff Costs	-	(153,787)	(153,787)	(102,824)
Temporary Staff Costs	-	(59,478)	(59,478)	(75,909)
Other Costs	-	(52,085)	(52,085)	(39,032)
Management Charge	-	(96,291)	(96,291)	(79,224)
		(361,641)	(361,641)	(296,989)
Total	962,912	(789,132)	173,780	146,414
Retained Profit b/f			166,968	19,563
Tax Paid			(3,906)	-
Gift Aid			(146,414)	992
Retained Profit			190,428	166,969

The parent company holds of 100% of the issued ordinary capital in KCLSU Ltd, the trading subsidiary of the Union. KCLSU Ltd is a company registered in the United Kingdom and it undertakes the non-student commercial activities of the Union. The company was incorporated on 12 August 2009. The net assets of KCLSU Limited at the year end amount to £190,429.

6. Events and other generated income

	Total Funds 2023 £	Total Funds 2022 £
Unlocking London	-	-
NUS Card Sales	1,602	1,569
Ticket Sales	13,500	26,106
Rental income and premises hire	-	-
Other income	39,273	26,593
	54,375	54,268

7. Student representation & communication	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Student Officer Salaries	187,916	-	187,916	180,285
Other Staff Costs	560,298	195,104	755,402	609,486
Subscriptions and Affiliation Fees	48,320	-	48,320	43,193
Other direct costs	59,022	-	59,022	68,132
Support Costs (note 11)	1,907,115	-	1,907,115	2,353,069
	2,762,671	195,104	2,957,775	3,254,165

8. Student activity	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Staff Costs	924,930	29,400	954,330	845,059
Student Activity Group Development	551,429	-	551,429	518,228
Volunteering Project	1,654	-	1,654	1,999
Student Hubs	8,003	-	8,003	9,608
Support Costs (note 11)	1,377,361	-	1,377,361	1,568,713
	2,863,377	29,400	2,892,777	2,943,607

9. Student activities group	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Expenditure from Grant Allocation	205,319	-	205,319	205,149
Expenditure from Self-Generated Funds	-	758,126	758,126	790,842
	205,319	758,126	963,445	995,991

Student Activity Groups are listed in Appendix 1.

10. Staff numbers and costs

	2023 £	2022 £
Full Time Staff Salaries	2,850,027	2,486,513
Part Time Staff Salaries	715,437	730,789
Social security costs	298,422	253,399
Pension costs		
Current Service Costs	89,724	77,430
Deficit Provision	(46,228)	9,112
Other Staff Costs	-	-
	3,907,382	3,557,243

The average monthly number of employees during the period was:

	Number	Number
Permanent Staff	80	73
Student Staff	170	154
	250	227

There are fifty permanent staff and six trustees officers are working directly toward the charitable activities, and remaining twenty four staff are working in the supporting operations. The total supporting staff cost is allocated together with the other support cost to those charitable activities based on the proportion of the staff number.

There are two employee (2022: one) earning gross salary of £60,000 - £70,000 during the year. There is one employee (2022: one) earning gross salary of £70,000 -£80,000 during the year. There is no employee (2022: one) earning gross salary of £80,000 - £90,000 during the year. There is one employee (2022: None) earning gross salary of £90,000 - £100,000 during the year. Employer's pension contributions for these individuals totalled £7,604 (2022: £5,284).

The cost of key management (including employers' national insurance and pension contributions) was as follows:

	2023 £	2022 £
Trustee Officers	187,916	180,285
Senior management	345,167	319,978
	533,083	500,263

There was a total of £6,078 paid to one member of staff as termination payment in 2022-23. This cost is reported as a staff cost, and this figure is included in final staff costs for the year accordingly. A total of £54,274 termination payment were paid to staff in 2021-22 financial year.

11. Support costs

	Total 2023 £	Total 2022 £
College Space Charge	3,267,302	4,140,562
Staff Costs	1,175,740	1,076,394
Depreciation (note 14)	59,220	52,798
Other Support Cost	425,675	388,199
Facilities	110,656	143,760
Information Technology	147,947	168,682
Marketing and communications	125,217	81,088
Provision for Pension Past Service Deficit (note 19)	(46,228)	9,112
Governance (note 12)	32,013	57,384
	5,297,542	6,117,979

Support costs are apportioned to charitable activities as follows:

	Total 2023 £	Total 2022 £
Social Venues (note 3)	1,907,115	2,039,326
Student Representation (note 7)	1,907,115	2,353,069
Student Activity (note 8)	1,377,361	1,568,713
Sponsorship	105,951	156,871
	5,297,542	6,117,979

Support costs have been allocated based on the proportion of the staff numbers involved in the charitable activities.

12. Governance costs

	Total Funds 2023 £	Total Funds 2022 £
Auditors remuneration	18,987	13,853
Non-audit services	655	710
Legal and professional fees	10,763	41,822
Board Meeting and Trustee Expenses	1,608	999
	32,013	57,384

13. Taxation

King's College London Students' Union is a registered charity and thus entitled to the exemptions from tax available to charities.

14. Tangible fixed assets

Group and Parent	Leasehold Building Improvement £	Union Equipment £	Total £
Cost			
At 1 August 2022	-	365,746	365,746
Additions	140,221	93,273	233,494
Disposals	-	(93,060)	(93,060)
At 31 July 2023	140,221	365,959	506,180
Depreciation			
At 1 August 2022	-	258,487	258,487
Additions	25,505	73,646	99,151
Disposals	-	(93,060)	(93,060)
At 31 July 2023	25,505	239,073	264,578
Net book value			
At 31 July 2023	114,716	126,886	241,602
At 31 July 2022	-	107,259	107,259

Depreciation is charged to activities to which it relates. An amount of £39,931 (2022 - £NIL) was charged to direct costs and £59,220 (2022 - £52,798) was charged to support costs.

15. Investments

Group and Parent	2023 £	2022 £
At 1 August 2022	740,403	750,569
Unrealised losses	(2,075)	(10,166)
At 31 July 2023	738,328	740,403

KCLSU invested £750k in Newton Charity Fund in October 2021. The market has been volatile due to global political and economic factors and the UK fiscal policy. As of 31st July 2023, the investment portfolio lost £12k, however, we have received £16k cash dividend so far, effectively increasing the all-time investment gain to £4k.

16. Debtors

Due within one year	Parent 2023 £	Group 2023 £	Parent 2022 £	Group 2022 £
Trade debtors	221,685	221,685	271,734	437,712
Other debtors & Prepayments	143,683	143,683	6,098	234
Amount owed by subsidiary	120,109	-	-	-
	485,477	365,368	277,832	437,946

17. Creditors: amounts falling due within one year	Parent 2023 £	Group 2023 £	Parent 2022 £	Group 2022 £
Trade creditors	298,020	298,020	446,824	446,824
Provision for Pension Deficit Contributions	79,005	79,005	79,005	79,005
Accruals and deferred Income	250,164	252,664	514,345	514,345
Other creditors	444,953	444,953	545,659	565,219
Amounts owed to subsidiary	184,960	-	-	-
	1,257,102	1,074,642	1,585,833	1,605,393

18. Creditors: amounts falling due after one year	Parent 2023 £	Group 2023 £	Parent 2022 £	Group 2022 £
Provision for Pension Deficit Contribution	894,966	894,966	1,016,438	1,016,438
	894,966	894,966	1,016,438	1,016,438

19. Provision for pension deficit contribution	2023 £	2022 £
Brought forward	1,095,443	1,157,992
Payments made	(75,244)	(71,661)
Unwinding of the interest	(46,228)	9,112
	973,971	1,095,443
Analysis:		
Due within one year	79,005	79,005
Falling due after more than one year	894,966	1,016,438
	973,971	1,095,443

20. Statement of funds

	Brought Forward £	Income £	Expenditure £	Transfers & investment gains/ (losses) £	Carried Forward £
Restricted funds					
Student Activity Groups	530,768	793,354	(758,126)	-	565,996
Other Student Activities	93,682	224,504	(224,504)	-	93,682
	624,450	1,017,858	(982,630)	Nil	659,678
Designated funds					
Designated Capital Fund	107,259	140,434	(6,091)	-	241,602
Pension Fund	(1,095,443)	-	121,472	-	(973,971)
	(988,184)	140,434	115,381	Nil	(732,369)
Summary of funds					
Designated Funds	(988,184)	140,434	115,381	-	(732,369)
Subsidiary's Funds	165,977	962,912	(789,131)	(149,330)	190,428
General Funds	1,631,410	8,886,765	(9,141,500)	147,255	1,523,930
	£809,203	9,990,111	(9,815,250)	(2,075)	981,989
Restricted Funds	624,450	1,017,858	(982,630)	-	659,678
	1,433,653	11,007,969	(10,797,880)	(2,075)	1,641,667

The Restricted Student Activity Groups Fund represents the unspent balances of all Student Activity Groups.

Other Student Activities represents other restricted grants received from King's College London applied for specific student activities.

The Designated Capital Fund represents the extent to which Union Funds have been utilised to finance capital works and other fixed assets and is equal to total fixed assets less deferred capital grants and loans.

The Pension Fund represents the long-term liabilities in relation to the Students' Union Superannuation Scheme (SUSS). The recognition of the liabilities generated a negative reserve, which will be balanced to NIL in May 2037 after the pension scheme deficit is fully recovered.

Transfers represent the distribution under Gift Aid from the subsidiary company to the parent company.

20. Statement of funds (cont.)**Comparative statement of funds**

	Brought Forward £	Income £	Expenditure £	Transfers & investment gains/ (losses) £	Carried Forward £
Restricted funds					
Student Activity Groups	618,000	703,610	(790,842)	-	530,768
Other Student Activities	93,682	131,075	(131,075)	-	93,682
	711,682	834,685	(921,917)	-	624,450
Designated funds					
Designated Capital Fund	99,030	61,027	(52,798)	-	107,259
Pension Fund	(1,157,992)	-	62,549	-	(1,095,443)
	(1,058,962)	61,027	9,751	-	(988,184)
Summary of funds					
Designated Funds	(1,058,962)	61,027	9,751	-	(988,184)
Subsidiary's Funds	19,563	780,243	(633,829)	-	165,977
General Funds	1,646,561	9,663,545	(9,668,530)	(10,166)	1,631,410
	607,162	10,504,815	(10,292,608)	(10,166)	809,203
Restricted Funds	711,682	834,685	(921,917)	-	624,450
	1,318,844	11,339,500	(11,214,525)	(10,166)	1,433,653

21. Analysis of net assets between funds

Group	Fixed assets & investments £	Net Current Assets £	Long Term Liabilities £	Reserve Balance £
Restricted funds				
Student Activity Groups	-	565,996	-	565,996
Other Student Activities	-	93,682	-	93,682
	-	659,678	-	659,678
Unrestricted funds				
Designated Capital Fund	241,602	-	-	241,602
Pension Fund	-	(79,005)	(894,966)	(973,971)
General Funds	738,328	976,030	-	1,714,358
	979,930	897,025	(894,966)	981,989
Total Funds	979,930	1,556,703	(894,966)	1,641,667

Parent	Fixed assets & investments £	Net Current Assets £	Long Term Liabilities £	Reserve Balance £
Restricted funds				
Student Activity Groups	-	565,996	-	565,996
Other Student Activities	-	93,682	-	93,682
	-	659,678	-	659,678
Unrestricted funds				
Designated Capital Fund	241,602	-	-	241,602
Pension Fund	-	(79,005)	(894,966)	(973,971)
General Funds	738,328	785,603	-	1,523,931
	979,930	706,598	(894,966)	791,562
Total Funds	979,930	1,366,276	(894,966)	1,451,240

21. Analysis of net assets between funds (cont.)**Comparative analysis of net assets between funds**

Group	Fixed assets & investments £	Net Current Assets £	Long Term Liabilities £	Reserve Balance £
Restricted funds				
Student Activity Groups	-	530,768	-	530,768
Other Student Activities	-	93,682	-	93,682
	-	624,450	-	624,450
Unrestricted funds				
Designated Capital Fund	107,259	-	-	107,259
Pension Fund	-	(75,243)	(1,016,438)	(1,091,681)
General Funds	740,403	1,053,222	-	1,793,625
	847,662	977,979	(1,016,438)	809,203
Total Funds	847,662	1,602,429	(1,016,438)	1,433,653

Parent	Fixed assets & investments £	Net Current Assets £	Long Term Liabilities £	Reserve Balance £
Restricted funds				
Student Activity Groups	-	530,768	-	530,768
Other Student Activities	-	93,682	-	93,682
	-	624,450	-	624,450
Unrestricted funds				
Designated Capital Fund	107,259			107,259
Pension Fund	-	(75,243)	(1,016,438)	(1,091,681)
General Funds	740,403	887,245		1,627,648
	847,662	812,002	(1,016,438)	643,226
Total Funds	847,662	1,436,452	(1,016,438)	1,267,676

22. Pension commitments

KCLSU participates in the Students' Union Superannuation Scheme, which is a defined benefit scheme whose membership consists of employees of students' unions and related bodies throughout the country. Benefits in respect of service up to 30 September 2003 are accrued on a "final salary" basis, with benefits in respect of service from 1 October 2003 accruing on a Career Average Revalued Earnings (CARE) basis. With effect from 30 September 2011 the Scheme closed to future accrual.

The fund is valued at least every three years by a professionally qualified independent actuary with the rates of contribution payable being determined by the trustees on the advice of the actuary. The scheme operates as a pooled arrangement, with contributions paid at a centrally agreed rate. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Union.

The most recent Valuation of the Scheme was carried out as at 30 June 2022 and showed that the market value of the Scheme's assets was £106.7m with these assets representing 44% of the value of benefits that had accrued to members after allowing for expected future increases in earnings. The deficit on an ongoing funding basis amounted to £136.6m.

In summary, the usual increase of 5% due in October 2023 will proceed as planned, with a subsequent increase of 5% each 1 October until the end of the deficit recovery period, which is now expected to be in May 2037. Contributions due from 1 October 2026 onwards will be reviewed following the next actuarial valuation.

Full provision is made in the accounts for the total amount of contributions payable to meet the funding deficit as shown in note 19. The provision is based on the discounted value of future contributions. The contributions payable will be formally reviewed following completion of the next valuation due with an effective date of 30 June 2025. In addition to the above contributions, KCLSU also pays its share of the Scheme's levy to the Pension Protection Fund.

From 1st August 2011 the Union introduced a new defined contribution scheme, the KCLSU Group Personal Pension Plan. This is administered by Foster Denovo, independent financial advisers, and provided by Aviva plc. The employee contribution rates for this range from 3% of salary upward and KCLSU matches this from 3% to a maximum of 6% of salary. From 1st July 2015, the Union also started to participate in the government NEST (National Employment Savings Trust) scheme.

23. Related parties

The Students' Union is constituted under the King's College London Charter and its own Constitution. King's College London provides a range of support services to the Union and in addition provides grants (note 2) and loan facilities.

Trustees were reimbursed for expenses incurred in the course of their duties to the value of £NIL (2022-£NIL).

Trustee Officers are remunerated for their executive responsibilities in accordance with the Union constitution. Six trustees of the Union received payment for their services as Sabbatical Officers of the Union totalling £187,916 (2022- £180,285 to six trustees) as set out in note 10.

24. Comparative statement of financial activities

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Income and endowments from:			
Donations and legacies			
King's College London Grant	8,540,566	131,075	8,671,641
Charitable activities			
Student Community Venues	1,096,488	-	1,096,488
Student Activities Group	-	703,610	703,610
Other trading activities			
Sponsorship Income	33,250	-	33,250
Subsidiary Trading Company	780,243	-	780,243
Events and other generated income	54,268	-	54,268
Investments			
Interest Receivable	-	-	-
Total	10,504,815	834,685	11,339,500
Expenditure on:			
Raising funds			
Sponsorship Expenditure	156,871	-	156,871
Subsidiary Company Expenditure	633,829	-	633,829
Charitable activities			
Student Community Venues	3,220,950	-	3,220,950
Student Representation & Communication	3,254,165	-	3,254,165
Student Activity	2,812,532	131,075	2,943,607
Student Activities Group	205,149	790,842	995,991
Other			
Pension costs - Deficit provision	9,112	-	9,112
Total expenditure	10,292,608	921,917	11,214,525
Net (expenditure)/income for the year	212,207	(87,232)	124,975
Transfer between funds	-	-	-
Investment loss	(10,166)		(10,166)
Net movement in funds	202,041	(87,232)	114,809

25. Controlling party

The Union is controlled by its Board of Trustees.

Appendix



KCLSU had following Student Activity Groups during the year ended 31 July 2023

Societies

180 Degrees Consulting	Company Society
93% Club KCL	Conservative Association
ABACUS Society (Association of British & Chinese Uni Students)	Consulting & Financial Advisory Society
Afghan Welfare Society	Coptic Orthodox Society
African and Caribbean Society	Creative Writing Society
African Caribbean Medical Society (ACMS)	Crochet and knitting society
Ahlul Bayt Society	Cyber Security Society
Ahmadiyya Muslim Students Association	Cypriot Society
AIESEC in KCL	Dance Society
Albanian Society	Debating Society
Amnesty International Society	Decolonise KCL
Anaesthetics and Intensive Care Society	Dermatology Society
Anatomy Society	Disability Awareness Society
Ancient Languages Society	Disabled Students Society
Anime & Manga Society	Diverse Lawyers
Arab Society	DJ Society
Art Society	Doctor Who Society
Artificial Intelligence	Doctors do Mind
ASEAN Society (Association Of Southeast Asian Nations)	Dog Society
Asian Medical Students Association (AMSA)	East African Society
Baking Society	Economics & Finance Society
BAME in Scrubs	Eco Soc
BAME in the City	Effective Altruism Society
Bangladesh Society	Emergency Medicine Society
Believers LoveWorld Society	Enactus
Bharatanatyam Society	Engineering Society
Biochemistry Society	Entrepreneurs Society
Biomedical Sciences Society	Environmental Law & Regulation Society
Bioscience Students' Association	European Law Students Association
Biotechnology and Synthetic Biology Society	European Society
Boardgames and Tabletop RPG Society	Extended Medical Degree Programme Society
Book Club:A Thousand Splendid Crumbs	Fashion Society
Brazilian Society	Film Society
British Sign Language Society	Finnish Society
Bulgarian Society	Fintech Society
Calisthenics	First Love
Canadian And American Society	Fog and Friction Society
Cardiovascular Society	Foodies Society
Catholic Society	Formula 1 Society
ChallEng KCL	French Society
Chemistry Society	Friends Of Medicins Sans Frontieres (FriendsOfMSF)
Chinese Society	Gaming and Esports (KCLGE)
Chinese Students and Scholars Association (CSSA)	Gastro Society
Chorus Society	Geography Society
Christian Union Guy's	Georgian Society
Christian Union Strand	Geriatric Medicine Society
Cineaste Society	German Society
Classics Society	GKT Acute Internal Medicine
Clinical Specialties Society	GKT Music Society
Cocktails and Mocktails society	GKT Musical Theatre Society
Comedy Club	Global Brigades Society
Commercial Law Society	Gospel Society
	GP Society
	Graduate Entry Medicine Society (GEMS)

Societies (cont.)

Green Enterprise Institute's KCL Chapter
 Green Finance
 Harry Potter Society
 Health Humanities Society
 Health Pioneers KCL
 Hellenic Society
 Henna Society
 Her Campus
 Hungarian Society
 Impact Investing Society
 India Society
 Indian Political Society
 Indonesian Society
 Indo-Pak Development Forum
 Information Technology and Intellectual Property
 Law Society (KIIPS)
 International Medicine Society
 International Relations Society
 Intersectional Feminist Society
 Investigative Journalism Society
 Islamic Finance and Ethics Society
 Islamic Society
 It Happens Here KCL
 Italian Society
 Jain Society
 Japan Society
 Jazz Society
 Jewish Society
 ahl
 KCL Accounting and Finance society
 KCL Africa Futures Forum
 KCL Aviation and Space Medicine Society (ASMS)
 KCL Azerbaijan Society
 KCL Banking and Finance Society
 KCL Bhangra
 KCL Cardiothoracic Surgery Society
 KCL Catalan Society
 KCL Chess Society
 KCL Climate Action Society
 KCL Crohn's and Colitis Society
 KCL Czech and Slovak society
 KCL Data Science Society
 KCL Diplomacy Society
 KCL Disney+ Society
 KCL Ear, Nose and Throat (ENT) Society
 KCL Egyptian Society
 KCL Endocrinology Society
 KCL Escape
 KCL European Horizons
 KCL Filipino Society
 KCL Genetics Society
 KCL Global Citizens Society
 KCL Global Social Justice Society
 KCL Hindu Soc
 KCL HR Society
 KCL in Aid of UNICEF
 KCL Intelligence & Security Society
 KCL Iraqi Society
 KCL Irish Society
 KCL Israel Society
 KCL Liberal Democrats
 KCL Makers' Society
 KCL Mallu Society
 KCL Marrow
 King's Poetry Society
 King's Poker Society
 King's Real Estate & Property Society (KREPS)
 King's Shakespeare Company
 KCL Negotiation Society
 KCL Neurodiversity & Mental Health (NDMH) Society
 KCL North African Society
 KCL Northern Society
 KCL On The Streets
 KCL Ophthalmology Society
 KCL Oral and Maxillofacial Society
 KCL Paediatric Surgery Society
 KCL Plant Society
 KCL Pokemon Society
 KCL Policy Research Centre
 KCL Political Economy Society
 KCL Political Theory Association
 KCL Psychiatry Society
 KCL Psychodermatology Society
 KCL Respiratory Society
 KCL Rheumatology Society
 KCL Rock & Metal Music
 KCL Romanian Society
 KCL Sexpression
 KCL Skateboarding Society
 KCL Social Ventures
 KCL Space
 KCL Speak Up
 KCL St John Ambulance Society
 KCL Surgical Innovation Society
 KCL Swiss Society
 KCL Tech
 KCL Technospace/Techno Terrace
 KCL Trading Society
 KCL Turkic Society
 KCL Urology Society
 KCL Womxn in Dentistry
 KCL Womxn In Physics
 KCLGaanaSociety
 King's Broadcast for Change
 King's College London Dutch Society
 King's College London Somali Society
 King's Automotive and Mobility Society
 King's Beat
 King's Beer Society
 King's College Dental Society
 King's College London Brass Band

Societies (cont.)

King's College London History Society	Nordic Society
King's College London South Asian Law Students Society	Nutrition & Dietetics Society
King's Commercial Awareness Society	Obstetrics & Gynaecology Society
King's Cooking Society	Oncology Society
King's For Change	Open Generation
King's Global Markets	Open Minds
King's Hedge Fund Society	Opera Society
King's Innovative and Sustainable Dentistry (KISD)	Surgical Society
King's Investment Society	Taiwanese Society
King's Jurisprudence Society (KJS)	Tamil Society
King's Leadership and Management Society	Taylor Swift Society
King's Musical Theatre Society (KMT)	TEDx Society
The King's Players	The Astrology Society
Overseas Christian Fellowship Society (OCF)	The Blood Group
Paediatric Society	The Invisible College
Pakistan Society	The King's Journal
Palliative Care Society	The Orange Society
King's Sikhs	The Rolling Tones
King's Takes on Cancer	The Society for Care Experienced and Estranged Students (KCL CARES)
King's Think Tank	Pharmacology Society
King's Venture Capital	Pharmacy Society
KingsTV Society	Philosophy Society
Korean Hallyu Society	Philosophy, Politics and Economics (PPE) Society
Krishna Consciousness Society	Photography Society
Kurdish Society	Polish Society
Kuwaiti Society	Politics Society
Labour Society	Politics, Philosophy & Law Society
Latin American Society	Postgraduate Law Society
Lawyers Without Borders	Pottery
Leadership Theory and Practice	PRASS (Plastic, Reconstructive and Aesthetic Surgery Society)
Lebanese Society	Pro Bono Society
LGBT+ Society	Psychology Society
LGBTQ+ STEM	Public Awareness & Social Service (PASS)
Liberal Arts Soc	Punjabi Society
Liberate KCL	Qazaq Society KCL
Liberty Society	QTIPOC Society
Lifestyle Medicine Society	Radio Society
Lithuanian Society	Radiology Society
Make a Smile	Reformation Society
Malaysian Society	Renal Medicine Society
Mandarin Debating Society	Roar News
Marketing Society	KCL Robotics
Marxist Society	Russian Speaking Society
Maxwell Society	Saudi Society
Medical Education And Research Journals Society	ScienceMind
Medical Ethics Society	Self Defence Society
Medical Students Association (MSA)	Singapore Society
Meditation Society	Slackline Society
MEDLIFE	Society of Immunology and Infectious Diseases
MedTech	SPLAS (Spanish, Portuguese and Latin American Studies)
Mexican Society	Sports And Exercise Medicine Society
Modern Music	Sri Lankan Society
Nepalese Society	STAR Society
Neuroscience Society	Storytelling Society
Neurosurgery Society	

Societies (cont.)

StreetDoctors
 Streetlaw Society
 Students for Global Health KCL
 Students For Justice For Palestine
 Students4Gambia
 Vegetarian and Vegan Society
 Vietnamese Society
 War Studies Society
 Welsh Society
 Wholesome Society
 Wilderness Medicine Society
 Women & Politics Society
 Women In Business Society
 Women in Computer Science
 Women in Leadership
 Women in Medicine
 Women in Surgery
 Women of the Wohl
 Womxn In Biosciences
 Womxn In STEM Society
 The Strand Magazine
 Theology & Religious Studies (TRS) Society
 ThinkMental Society
 Trauma and Orthopaedic Society
 Travel&Explore Society Turkish Society
 UAE Society
 Ukrainian Society
 Ukulele Society
 United Nations Association

Sports Clubs

Amateur Boxing
 American Football
 Athletics
 Badminton
 Baseball
 Basketball Men's
 Basketball Womens Boat Club
 Brazilian Jiu Jitsu
 Cheerleading (KCL Lions)
 Cricket GKT Mens
 Cricket KCL Mens
 Cricket KCL Womens
 Cycling Dodgeball
 Equestrian
 Fencing
 FITE
 Fitnestic
 Football ACS
 Football GKT Mens
 Football GKT Womens
 Football ISOC
 Football KCL Mens
 Football KCL Womens
 Futsal

Golf
 Gymnastics
 Handball
 Hiking
 Hockey GKT Mens
 Hockey GKT Womens
 Hockey KCL Mens
 Hockey
 KCL Womens
 Ice Skating
 Kabaddi
 Karate
 Kendo
 Lacrosse
 Motorsport
 Mountaineering & Climbing
 Muay Thai Kickboxing
 Netball GKT
 Netball KCL
 Padel
 Pole Fitness
 Rifle
 Rugby GKT Mens
 Rugby GKT Womens
 Rugby KCL Mens
 Rugby KCL Womens
 Sailing
 Snowsports
 Squash
 Surf
 Swimming and Water Polo
 Table Tennis
 Taekwondo
 Tennis
 Triathlon
 Ultimate Frisbee
 Volleyball Men
 Volleyball Mixed
 Volleyball Women
 Weightlifting
 Wing Chun
 Yoga

Associations

Bioscience Students' Association
 Denmark Hill PGR Students' Association
 Dental Council Association
 IoPPN Student Forum
 King's Business School Students' Association
 King's Doctoral Students' Association
 Law Council
 Medical Students' Association
 Nightingale Council
 SSPP PGR Students' Association



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Report of the Governance & Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Council and Committee Memberships	12 June 2024	No	Approve
(a) Independent Member Reappointment		No	Approve
(b) Appointment of Chair of Staff & Culture Strategy Committee		No	Approve
(c) Reappointment of Finance Committee Co-opted Members		No	Approve
(d) Committee Vacancies		Yes	Note
2. Search for Chair of Estates Strategy Committee - Update	12 June 2024	Yes	Note

To Approve

1. Council and Committee Memberships

(a) Independent Member Reappointment

Motion:

That Donna Catley be appointed to a second three-year term as an Independent Member of Council, effective 1 August 2024.

Background:

Donna Catley completes her first term on Council on 31 July 2024. She is eligible to be appointed to a second term and willing to continue to serve.

(b) Appointment of Chair of Staff & Culture Strategy Committee

Motion:

That Donna Catley be appointed Chair of the Staff & Culture Strategy Committee effective 1 August 2024.

Background:

Donna Catley is a founding member of the Staff & Culture Strategy Committee and took the lead with Lan Tu in its design and development. As she was very new to Council when the Committee was getting underway, it was agreed that Lan Tu would take the Chair for the first year even though Donna Catley's professional expertise aligns closely with the Committee's remit. Lan Tu has now asked to step back from the Chair role.

(c) Reappointment of Finance Committee Co-opted Members

Motion:

That Diego Cervantes-Knox, Professor Paul Guest and Debbie Gupta be reappointed as co-opted members of the Finance Committee for second three-year terms effective 1 August 2024.

Background:

This recommendation comes from the Chair of the Finance Committee. Two of the Independent co-opted members of the Committee have stepped down mid-year and two will be coming to the end of their second terms next year. He is keen to maintain continuity of membership among the remaining members.

To Note

(d) Committee Vacancies

There are a number of vacancies on standing committees to be filled and expressions of interest have been received. GNC would like to carry out a more holistic review of the size and shape of the standing committees in consultation with the Committee Chairs and with the recommendations of the Governance Review in mind before filling the vacancies. None of the committees affected will be inquorate in the interim. It is intended to bring recommendations forward in the Autumn.

2. Search for Chair of Estates Strategy

At its June meeting the Committee received a comprehensive report on candidates from the search consultant and offered views as to who might be short-listed. It is hoped that panel interviews can be held in July.

Clare Sumner
Chair, Governance & Nominations Committee
July 2024

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Report of the Audit, Risk and Compliance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Annual Report of the Fundraising Ethics Review Group (Annex 1)	04 June 2024	No	Approve
2. Annual Fundraising Compliance Report (Annex 2)	04 June 2024	No	Approve
3. Board Assurance Framework	04 June 2024	No	Note
4. Annual Internal Assurance Annual Plan 2024-25	04 June 2024	Yes	Note
5. Cyber Security update	04 June 2024	No	Note
6. Compliance Assurance – Annual EDI Report	04 June 2024	Yes	Note
7. Risk presentations and discussions: Updates to recent risk discussions	04 June 2024	No	Note

For approval

1. Annual Report of the Fundraising Ethics Review Group

Motion: That the Council approve the report of the Fundraising Ethics Review Group for the 2022-23 Year.

The ARCC received a report from the Head of Prospect Research on the management of donations at the University, particularly focusing on the work of the Fundraising Ethical Review Group (FERG). It was noted that a similar value of donations had been processed in the 2023-24 year as had been processed in 2022-23. A level of scrutiny is placed on all donations, with the highest in value being most closely scrutinised, and Fundraising & Supporter Development work with a range of other departments to make decisions on non-philanthropic income so that due diligence remains aligned. As fundraising grows at the higher level of donations, so the requirement for FERG to scrutinise the donors grows, too. However, it was also noted that the work of the Fundraising and Supporter Development (FSD) Directorate was changing as the hospital trusts exit the KHP fundraising group. In the light of this significant change for FSD, the composition and focus of the FERG will have to change also. Members of the ARCC were satisfied that the annual report of FERG should be recommended to Council for approval.

The annual report of the Fundraising Ethics Review Group is attached in **Annex 1**.

2. Annual Fundraising Compliance Report

Motion: That the Council approve the annual fundraising report for the 2022-23 Academic Year.

A report on compliance with the legal and regulatory requirements and obligations on the University relating to fundraising was also received by the ARCC at its June 2024 meeting. The University is an 'exempt' charity under Schedule 3 of the Charities Act 2011 for the purposes of UK charity legislation. This means that it is not registered with the Charity Commission and has no charity registration number. Under the Charities Act 2006, King's and other universities which are exempt charities are regulated by the Office for Students (OfS) as 'principal regulator' on behalf of the Commission. The College Council, as the University's governing body, are its trustees for the purposes of charity law. It is a principle of Charity Law, summarised in the Charity Commission guidance on fundraising (CC20), that charity trustees should understand the strategies employed by the charity for fundraising and to be informed about any instances of non-compliance. This annual report was developed a number of years

ago to summarise the University's overall approach to fundraising on an annual basis to support members of Council in this responsibility.

The report was presented by the Associate Director of Fundraising Operations. The main measurement of impact used to ensure that the area remained compliant was the number of complaints received each year. The report set out a very low complaint rate for the 2022/2023 year, which was taken as a proxy for high compliance, although it was also noted that it could have been because of a reduced level of engagement with the target audience during the year whilst the restructuring of the King's Health Partners (KHP) fundraising teams took place. It was also noted that the on-going risk to compliance in fundraising, particularly around data and information management, would be greatly reduced by the introduction of Microsoft Dynamics as the Client Relationship Management system, as opposed to Blackbaud/Raiser's Edge. This, together with the new set up of fundraising without the KHP partner trusts, would make for a very different compliance landscape next year.

The annual fundraising compliance report is attached in **Annex 2**.

For note

3. Board Assurance Framework

The Vice-President (Finance) presented an update report on the progress of the introduction of a Board Assurance Framework (BAF) to King's. This reported on progress against the four workstreams for the BAF which were approved by Council in January 2024. It was noted that work was progressing well against all themes, and it was expected that the Framework would be launched in full at the Autumn 2024 series of committee meetings. Critical to the success of the BAF is the allocation of audits for scrutiny by the standing committees of Council. This needs to be accurate and comprehensive, so that any assurance gaps are minimised. A key part of this would be ensuring that the Assurance Plan for the University is well constructed. To ensure that this happens, the Director of Risk Assurance will be working with the Chair of the ARCC over the summer to ensure that the first audit reviews of the 2024-25 year fully support the implementation of the BAF and that the development of future annual plans capture all the needs of the BAF. This will need to be developed in association with the Chairs of the standing committees of Council, which will be scrutinising the assurance reports in future in order to maximise the benefits accrued from the expertise of the memberships of the standing committees. In response to this, the Business Assurance Department will hold back more contingency time than usual in their annual plan so it can respond to the needs of the Committee Chairs and the BAF.

The Deputy College Secretary assured the Committee that the BAF would be a key focus of the handover process with the new University Secretary upon her arrival and this report notes that this process has already begun prior to her arrival. Inevitably, some expertise is being lost from the BAF implementation project with the departure of the Deputy College Secretary and the College Secretary at the same time and there might be a slight hiatus whilst the responsibilities which had previously rested with those two officers are allocated elsewhere. On a positive note, it was highlighted that the Executive are taking this very seriously and have prioritised their involvement in the activities to support the creation and initiation of the BAF.

4. Internal Assurance Annual Plan 2024-25

The Committee received the Annual Internal Assurance Plan for the 2024-25 year from the Director of Risk Assurance. The ARCC agreed that it could not approve a plan for the whole year without a little more context being put around the themes to satisfy members that the right risks were being scrutinised. It was also decided that the development of the BAF might throw up other areas which will need to be reviewed during the year. The Director of Risk Assurance was asked to re-present the plan to the November meeting of the ARCC, taking those contexts into account, identifying the appropriate standing committees to sponsor particular pieces of work, and explaining the rationale for the list clearly for the ARCC membership. In the meantime, permission was given for the Chair and Director of Risk Assurance to work together to decide which audits would be started before November 2024 and how BAF themes would be addressed.

5. Cyber Security update

The Chair reported on a cyber security sub-group meeting that had taken place on Wednesday 22 April. The discussions had been of high quality, and it had become clear during these that there is still a great deal of work to be done with IT systems and equipment used in the University that is not managed by the central IT teams, particularly within research environments. An earlier decision by the University to cease its Cyber Essentials accreditation had been reversed, resulting in the IT Directorate being instructed to achieve compliance with the new Cyber Essential scope. The standard is now far more onerous on institutions, particularly in the area of “Bring Your Own Device” (BYOD), which has caused problems for a number of staff whose personally owned or non-centrally managed equipment is now considered non-compliant and a potential cyber vulnerability. This initially caused some serious disruption to a significant section of the academic community. ARCC members were pleased to note how quickly the central IT function had set to work with the affected sections of the community and the positive response from those affected to help find a workable solution. The University continues to work with those individuals and groups affected, and the numbers are reducing steadily now. The positive take aways from this episode include a greater insight into the potential vulnerabilities caused by mobile devices with expired security updates and a constructive dialogue opening up with the academic community around the local management of IT equipment.

The security posture of the IT estate which is outside of central IT control will be a focus of audit work over the summer, which will be led by PA Consulting. Members were pleased to note the engagement from those outside of central IT in this review and looked forward to a more detailed discussion of cyber security, focusing on those areas, in the November ARCC meeting.

Ms Yolande Young, who has been co-opted to the ARCC to provide an expert view on cyber security, highlighted for other members the significant amount of work which had been undertaken by the central IT team to provide robust protection for the University from cyber-attack. However, it was also noted that the environment around cyber security changes very quickly and there can be no room for complacency.

6. Compliance Assurance – Equality, Diversity and Inclusion (EDI) Report

This report focused on the development of the annual EDI report and was provided by the Interim Head of Equality, Diversity & Inclusion. It was noted that the report will play a crucial role in assessing, monitoring, and improving diversity, equality, and inclusion. It also provides the foundation for evidence-based decision-making, accountability, and continuous improvement in areas such as:

- Assessment of diversity metrics
- Monitoring progress and trends
- Identification of gaps and challenges
- Benchmarking and comparison
- Accountability and transparency
- Decision-making and strategy development
- Employee engagement and trust
- Legal and regulatory compliance

In response to a question about whether the University is doing enough in support of equality and inclusion, the Head of EDI observed that there was still a lot of work to do around managing the cultural challenge. Culture was seen as being deeply embedded within the faculties, but the recent months had seen an increased number of requests from faculties to have their own data analysed to understand the relevant trends in their areas. A question was also raised about whether staff understand the escalation routes for concerns properly and, in particular, whether the availability of anonymity in the system reduced the scope for informal conflict resolution. The Head of EDI noted that, even if the identity of the person reporting the alleged non-compliant behaviour was unknown, it was still possible to have a conversation with an alleged perpetrator about their perceived or reported behaviours. Whilst the EDI team cannot then report back to the person submitting the complaint, they can make it clear that all reported cases are taken seriously, irrespective of whether the report is anonymous or

not. The chief risks around EDI were summarised as the degree to which culture is deeply embedded, the availability and quality of data and staff mental health issues.

7. Risk discussion: Updates on previous presentations

This report was in response to a request from members to review the current status of risk areas which had previously been the focus of presentations by management and discussion with the Committee. Several of these updates were presented in written format and taken as part of the Unanimous Consent Agenda:

- IT service risks (Feb 2020)
- The People Strategy (Feb 2022)
- International and geo-political risks (Nov 2020, June 2023)
- Management of reputational risks (June 2022)
- Risks to the delivery plan for Strategy 2026 (Feb 2023)
- Freedom of expression (Feb 2023)
- Operational risk management (Nov 2022)

ARCC members received three updates in person at the meeting. These presentations were in relation to the risk to the fundraising strategy (June 2022), projects, programmes and transformation (June 2021, February 2022 and November 2023) and sustainable finances (June 2021 and November 2021).

A thorough discussion took place around the Student Satisfaction Transformation Programme. Members highlighted their concerns that, although the restart for the programme envisaged three very clear phases, the first of which is already in-flight, there is as yet no overall plan, timetable, target objective or operating model, business case or governance arrangements in place. It was noted that the programme had experienced considerable turbulence with the departure of its overall leader and several senior contractors. Members urged the management responsible for the delivery of this programme to identify how the relationships between the various projects within the programme would work together. Members asked for a detailed update on the SSTP programme to be presented to the ARCC meeting in November 2024.

Annual Report of the Fundraising Ethics Review Group

Part One: Decision Making Overview

A total of 1,252 potential donations for King's College London, Guy's & St Thomas' Foundation, and Maudsley Charity have been considered under the Policy for the Acceptance of Donations as of May 2024. Of these, **113 potential donors**^{*1} have been under consideration between May 2023 and April 2024.

Of the potential donors considered:

- **79 progressed** without referral to the Executive Director or to FERG. For the majority of these, the reasons they were able to proceed fell into the following categories:
 - Repeat donors with no new risks identified.
 - New potential donors with no risks identified against the policy.
 - Some reputational risks identified but cleared against the policy through escalation to Director of Fundraising/ Head of Prospect Research/ previously cleared by FERG with no new risks.
- **33 prospects** were escalated due to risks highlighted by gift acceptance research or because asks were above the £1m threshold for escalation. Of these, 16 were referred to FERG, 10 were cleared to proceed to cultivation by the Executive Director, and 1 was rejected due to a values misalignment between the prospect and the area of research, after having been reviewed by the lead academic.
- **3 further prospects** are awaiting escalation at the right stage in the relationship, and another was escalated to King's Partnerships Committee due to an association with a high-risk country and subsequently cleared.
- **1 prospect** was rejected by F&SD without referral. This was due to discomfort by the faculty with the risks identified, which created a misalignment between the funding opportunity and the potential donor.
- **A further 199 prospects** (outside of the 113) are currently waiting to be researched or pending a decision.

Impact of FERG's Decisions

Of the 16 prospects escalated to FERG, 11 were cleared to proceed and 3 were rejected. A number of these were cleared to proceed with caution subject to specific risks being mitigated. 2 were cleared for initial scoping but with requirement to bring them back to FERG once further information became known on the source of funds, and on the funding opportunity.

Two prospects cleared by FERG since the last report have pledged donations, totaling £600,000. The potential philanthropic value of the opportunities examined by FERG, however, is much greater, sitting at approximately £55.8 million.

¹ New potential donors are defined as prospects who have been met at least once; the stage at which gift acceptance is mandatory to undertake within F&SD. This data does not include any gift acceptance undertaken on prospects who have not yet been met, or prospects who have been through the gift acceptance process before the defined time period.

Donations Received:

- News UK partnership for Guy's & St Thomas' worth up to £500,000
- £100,000 towards the King's Entrepreneurship Institute's Idea Factory

Future Asks:

- £50 million potential philanthropic partnership with Mastercard Foundation to establish a curriculum and qualification framework for African community healthcare workers
- £2 million submission for research into military mental health
- £1 million opportunity towards the Centre for Developmental Neurobiology
- £700,000 sanctuary scholarships ask
- £450,000 potential opportunity for PhD studentships focused on solid tumours research.

Breakdown by Partner:

Gift Acceptance Status	Guy's & St Thomas' Foundation	King's College London	SLaM/ Maudsley Charity
Proceed	10	67	2
Do not Proceed – F&SD		1	
Do not Proceed - Executive Director		1	
Do not Proceed - FERG		2	
Escalated - Executive Director		3	
Escalated to FERG		2	
Pending Research	48	145	6
Proceed - Executive Director Approved		9	1
Proceed - FERG Approved	2	8	1
Proceed - Partnerships Committee		1	
Total	60	239	10

Since its formation in 2011, 115 potential donors have been reviewed by FERG, not including those that have returned more than once, with seven thematic discussions also taking place on tax, tobacco, sharia law, fossil fuels, the defence industry, the gambling industry and ESG measures. FERG is due to have a further thematic discussion on accepting philanthropy from fossil fuel companies on 3 July 2024.

Part Two: FERG's Activity & Membership 2023-24

FERG has met five times within this period. Since July 2023, the committee has welcomed five new members, highlighted in the table below with an asterisk. Five members were also renewed into an additional term on the committee. One member is reaching the end of their first term in July and a decision will be made on renewal. The Chair of FERG will be reaching the end of their next term in October 2025 and so consideration will shortly be given to successorship.

Several changes to FERG's membership have come into effect since the previous report due to structural changes in how we fundraise across King's and our partner hospitals:

- F&SD ceased fundraising for King's College Hospital Charity some time ago and, as of the 2023/24 academic year, is no longer actively raising funds for King's College Hospital Foundation Trust under King's Health Partners. As such, two committee members representing King's College Hospital Trust stepped down from the committee from 1 January 2024.
- In January 2024, the Guy's & Thomas' Foundation board decided to take its essential fundraising function back in-house to support ambitious plans for growth, ending the existing five-year agreement through which F&SD has delivered fundraising and supporter engagement activities on behalf of the Charities through an outsourced partnership. As such, Guy's & St Thomas' Foundation and NHS Trust will no longer be members of FERG when the partnership formally ends on the 31 July.
- From 1 August, F&SD will be entering into a new fundraising joint venture (the King's Maudsley Partnership or KMP) between King's, the Maudsley Charity and South London and Maudsley NHS Trust. This represents only a modest investment and income expectation at this stage but inherits a very significant fundraising momentum and collateral from the capital campaign in support of the Pears Maudsley Centre, developed using King's Health Partnership (KHP) investment and leadership. KMP wishes to continue its engagement in FERG via representatives of both Maudsley Charity and South London and Maudsley NHS Trust.

The above changes necessitate a review of the governance of fundraising ethics to ensure it effectively enables the remaining partners to manage donation acceptance risks, whilst also finding ways to share information between KCL and GSTF where appropriate. A paper on the recommended structure of FERG from 1 August is being taken to the Academic Working Group on Philanthropy on 6 June, and F&SD and Guy's & St Thomas' Foundation are working to agree a way forward to embed parallel but cooperative fundraising operations.

The below table shows the FERG membership until 31 July 2024, with the proposed membership from 1 August included in the second table.

Current Membership until 31 July 2024

King's College London	
Professor Clive Page	Director, Institute of Pulmonary Pharmacology, King's College London
Professor 'Funmi Olonisakin	Vice President (Global Engagement)
Tom Berry*	Council Member, King's College London
Dr Gareth Owen	Reader in Mental Health, Ethics & Law (Professional Ethicist)
Professor Jonathan (Tim) Newton	Research Ethics Committee, King's College London
Tim Ditchfield	Chaplain, King's College London
Alexander Turk*	Professor of Law, Vice Dean International
Malcolm Ace*	Vice President (Finance) and Chief Financial Officer
Steven Suresh*	President, King's College London Student Union 23-24

South London & Maudsley/ Maudsley Charity	
Dr Bruce Clark	Consultant Child and Adolescent Psychiatrist, South London and Maudsley NHS Foundation Trust
Ms Rebecca Gray	Chief Executive, Maudsley Charity
Guy's & St Thomas'	
Ms Catherine Cullen/ Gayle Willis	Director of Communications and Engagement (Job Share)
Dr Claire Lemer*	Clinical Director, Evelina London
Mr Martin Shaw/ Mr Simon Mendy	Chief Financial Officer, Guy's & St Thomas's NHS Foundation Trust
Non-Voting Members	
VACANT	Executive Director, Fundraising & Supporter Development
Alan Goldsman	Director of Strategy & Operations, Fundraising & Supporter Development (Secretariat)
Joanna Carr	Head of Prospect Research, Fundraising & Supporter Development (Secretariat)

Proposed Membership from 1 August 2024

King's College London	
Professor Clive Page	Director, Institute of Pulmonary Pharmacology, King's College London
Professor 'Funmi Olonisakin	Vice President (Global Engagement)
Tom Berry	Council Member, King's College London
Dr Gareth Owen	Reader in Mental Health, Ethics & Law (Professional Ethicist)
Professor Jonathan (Tim) Newton	Research Ethics Committee, King's College London
Tim Ditchfield	Chaplain, King's College London
Alexander Turk	Professor of Law, Vice Dean International
Malcolm Ace	Vice President (Finance) and Chief Financial Officer
VACANT	KCLSU President 24-25
South London & Maudsley/ Maudsley Charity	
Dr Bruce Clark	Consultant Child and Adolescent Psychiatrist, South London and Maudsley NHS Foundation Trust
Ms Rebecca Gray	Chief Executive, Maudsley Charity

NEW	South London and Maudsley non-clinical representative
Non-Voting Members	
VACANT	Executive Director, Fundraising & Supporter Development
Alan Goldsman	Director of Strategy & Operations, Fundraising & Supporter Development (Secretariat)
Joanna Carr	Head of Prospect Research, Fundraising & Supporter Development (Secretariat)

Annual Fundraising Compliance Report

Group Name:	Fundraising and Supporter Development, Strategic Data Group
Group Lead:	Jenny Wills – Associate Director of Supporter Operations
Reporting Period:	May 2023 – April 2024

1. Governance Structure

Fundraising and Supporter Development (F&SD) raises money on behalf of King's College London, Guy's and St Thomas' Foundation, and processes fundraising data and income for Maudsley Charity. The department has dedicated resources to comply with the latest Data Protection, Fundraising Regulator, Charities Commission, HMRC (Gift Aid), PCI—DSS, and BACs regulations.

Our Strategic Data and Compliance Group meets fortnightly to discuss new regulations, upcoming and ongoing issues, and the team's training needs. Minutes of the meetings are recorded, and decisions are escalated to the Fundraising Leadership Team where necessary.

In addition, we also have in place the following documents supporting our work:

- Record of Processing Activities (ROPA) details all our suppliers, data processing activities (including where data is held) and retention schedules.
- Live Compliance Action plan logs any policies, procedures, and regulation changes we need to keep on top of and any timetables for review.
- Compliance Risk Register

All the above can be made available on request or accessed through the F&SD Compliance main page on the F&SD SharePoint site:

<https://emckclac.sharepoint.com/sites/FSD2/SitePages/Gift-Administration-a.aspx>

2. Complaints, Feedback and sign-ups to the Fundraising Preference Service

A breakdown of the complaints between 1 May 2023 and 30 April 2024 is as follows:

- **5 complaints received**
 - 1 complaint was related towards faculty and a supervisor.
 - 1 complaint related to an appeal enquiry.
 - 1 complaint was following up concerns of alumni behaviours on site.
 - 1 complaint was a follow-up over concerns about an Alumni's behaviours on campus.
 - 1 complaint was a follow-up on a non-academic's misconduct on campus.

The complaints this year compared to last year are low as there were no significant incidents or stories.

91 pieces of feedback received

- **We received 62 Positive/General Responses**

- 50 responses related to the E-news and Intouch communications that were sent out.
- 12 responses received were an accumulation of comments regarding Kings Connect, the Distinguished Alumni Awards, Library access, the KCLA dinner event, Alumni email access, being a part of the Alumni community, [cybersecurity](#) and feedback on the Strand campus.

- **We received 29 Negative Responses**

- 4 were related to Alumni Communications
- 3 were in response to the KCLSU Israel Event
- 22 responses received was an accumulation of comments [regarding](#)

- i. being denied Library/campus access
- ii. comments on the KCLA Dinner
- iii. feedback on a poor Student experience
- iv. the organisation of an alumni-specific lecture
- v. the death of an Alumni's comments regarding a reference to a Telegraph Article
- vi. hate Speech on Campus
- vii. concerns on the opinion of a member of staff
- viii. feedback on Guy's Statue
- ix. response to a delayed legacy response
- x. the Shape the Quad event
- xi. an incorrect Email Address being attached to communication that was sent [out](#)
- xii. a response was in relation to event [materials](#)

There were no sign-ups for the Fundraising Preference Service during this period.

A full report can be made available on request.

3. Summary of progress: May 2023 – April 2024

New materials [reviewed](#)

- **Emails and online pages:** reviewed emails including faculty newsletters, InTouch magazine, a KCLA 40-year reunion mailing, a DPE reunion mailing, and various online alumni event sign-up [pages](#)
- The KBS alumni survey

Gift/Grant Agreements

- The team reviewed over 79 gift agreements during the period. These included the more complex agreements for gifts from the Hinduja Foundation to the School of Biomedical Engineering & Imaging Sciences & the King's Health Partners Academy, The Heart of Racing to the IoPPN, and YTL Utilities (UK) Ltd to the Dickson Poon School of Law
- Other agreements reviewed included McDonald Agape, Wipro, Training and Research Global Education Trust (TARGET), and the Pears Foundation.
- We have reviewed and updated our gift agreement guidelines, collaborating with Financial Accounts [with regard to endowments](#).

Supplier Contracts

- **Shorthand** – a new platform to manage InTouch magazine, the online newsletter for alumni. This brought the function more in-house and enabled moving away from a bespoke WordPress site.
- **Media Minds Global** – a research company employed to develop, [run](#) and analyse an alumni survey for KBS, building upon the previous survey conducted in 2018.
- **Corporate partnership agreements** with additional terms attached to the donation, i.e., sponsorship, are also reported on and uploaded to the central contracts master list [here](#).

New Training & Engagement Initiatives

- **Data Protection and Compliance New Starter Training:** In addition to the University's mandatory data protection training, we have started providing local training on fundraising-specific compliance. New starter training is in full operation and forms part of the compulsory F&SD onboarding training. The training slides are [here](#).
- **The Compliance Champions initiative:** Our aim is to make this position more interactive and reduce the number of meetings while still maintaining our goals to review, discuss and provide feedback on any compliance topics. We will now have a Teams group where information and updates are shared in an interactive way to help increase engagement and allow information to be shared more efficiently.

- **FSD Compliance Resource Hub** - We have launched a compliance resource hub for the department, which provides easier access to a range of templates, guidance documents, tools, and tips to support the teams' compliance readiness. The hub can be sourced [here](#).

4. Policies and procedures

No policies were due for review during this period.

5. Freedom of Information Requests (FOIs)

Over this reporting period, we have responded to 23 FOIs which included:

- FOIs related to funding from Chinese organisations and connections to the State of Qatar.
- FOIs related to donations from corporate organisations including arms producing, military, gas, oil and mining related companies.
- 1 FOI related to the Blackbaud data breach.
- 1 FOI related to the selection criteria and process for individuals to be featured on the King's Notable Alumni page.
- FOIs related to anonymous donations received.

We supported the central Information Compliance Team with a complaint they received from the ICO regarding information provided in response to 2 FOIs relating to the Lau China Institute and supported the Corporate Communications team with a response to UK-China Transparency in reference to the same 2 FOI requests.

Details can be provided on request.

6. Data Protection Impact Assessments (DPIA)

No DPIAs have been completed in the past 12 months.

7. PCI DSS Compliance

We have obtained the relevant Attestation of Compliance (AoC) certificates from our suppliers and our processes to remain compliant. FSD continues working with the central Income Processing team and PCI Governance Group to ensure ongoing compliance. Card donations are processed through a non-networked iPad.

PCI Compliance Training is delivered to all staff involved with card payment processing.

8. International Giving

We have two separate legal entities for international giving in the US and Hong Kong, where we direct our donors to make their donations, and in turn, they grant King's College London the money. This allows our donors to benefit from tax efficiencies. We have good relationships with these bodies and monitor any compliance-related issues arising from working with them. The bodies are both run by Alumni volunteers. Updates in the past 12 months for the two bodies are as follows:

Friends of King's College London Foundation (US Friends) 501(c)3

- Director's and Officer's Insurance is in place to cover the liability of our volunteer board members.
- In collaboration with our Central Finance colleagues, we have agreed on a robust currency risk mitigation policy when dealing with large transactions.

King's College London Hong Kong Foundation

- The Hong Kong Foundation lost its Charitable status in August 2023. Details of this giving mechanism were removed from our website. No income was received via this internal giving route in the reporting period, including prior to the loss of charitable status. The giving vehicle for Hong Kong donors is currently under review.

Transnational Giving Europe (TGE) Network

- No income was received via this route, but everything remains in place for us to engage with this network.

9. Staff Compliance Training Provided

The following training has been delivered:

- **Data Protection training for new starters**
The training runs regularly for all new starters. This training complements the mandatory Data Protection and Information Security modules all staff must complete online.
- **Major Gifts Consent** – Refresher training held for all KCL and KHP Major Gift fundraisers to re-educate staff on compliantly contacting prospects and donors in line with GDPR, PECR and our existing DPIA around contacting Alumni without explicit consent.
- **PCI DSS Compliance** – annual training for all staff handling card payment processing.

In addition, key messages are rolled out to all FSD teams via our FSD Data Protection and Compliance Champions. We will help with the rollout of any new information for our new Data Champion initiative, which is an interactive Teams chat in which information will be shared through different types of media. Information shared with the Compliance Champions can be found on our Compliance Resources Hub [here](#).

10. Data Breaches

4 data breaches (as approved by our central compliance team) during this reporting period.

- Acclime, the organisation that manages financial management and administration services on behalf of the Hong Kong Foundation, suffered a cyberattack. The data disclosed was the names and addresses of Hong Kong donors. Bank account information is only partially stored and encrypted. A statement of Acclime's mitigating actions can be found [here](#).
- An alumnus received an email invitation to an event. However, their personal details, such as name, alumni number, course and dates of study, were incorrect. Following an investigation, the data team identified that 13 alumni records had incorrect information logged. This included different names, alumni numbers, course details and postal codes. Although the individuals had consented to receiving emails from KCL, the emails contained personal data belonging to someone else.
- A colleague mistakenly left their bag on the London Underground, containing their work laptop and passes for King's and Guy's and St Thomas' Hospital.
- An alumnus was contacted because she had received an email about an event but included her son's name and alumni number. The alumni wanted confirmation if the email was for herself or for him. Upon investigation, there had been a mismatch of records, including herself, her son, and her husband, all former alumni of King's.

11. Risk Register

We keep a detailed compliance risk register for FSD. It can be accessed on the compliance SharePoint site [here](#).

- **KCLA website:** The risk reported last year regarding the KCLA website and its operation without the appropriate privacy notice has been removed as the site was taken down. The work regarding KCLA launching a signup option to become a member of the association has been put on hold. We will continue to work with KCLA as appropriate to mitigate any risks to KCL.
- **CRM Project** - Due to the extended delay in migrating to MS Dynamics from Raiser's Edge, we have had to extend our Blackbaud contract until the end of July 2024. In the wake of the Blackbaud data breach of July 2020, our use of Blackbaud products remains on high alert though we have taken steps to mitigate any additional risk by removing all our data from Blackbaud servers.
- **Guy's & St Thomas' Foundation fundraising activity departure** – the splitting of the fundraising functions also extends to the splitting of the fundraising data. Whilst KCL and Maudsley Charity data will continue to be migrated to MS Dynamics (go-live 4th June 2024), the Foundation has decided to move to Blackbaud NXT. Closer to the end of the partnership, we will provide GSTF with a final cut of their data so they can progress the migration to their own database solution. It will be imperative to ensure that the KCL and Maudsley charity data is deleted as part of this process. Similarly, whilst we fall out of our maintenance contract with Blackbaud for Raiser's Edge at KCL, we will retain an archived copy for a period of time. We, too, must delete unnecessary GSTF data from this archive whilst retaining financial data processed for our own reporting and auditing purposes.

12. Upcoming Compliance Projects

- **UK Data Protection and Digital Information Reform Bill** – The new Bill that was first introduced during the 2022-2023 parliamentary session has now been carried over to the 2023-2024 session. The Bill is currently with the House of Lords and, if passed, will, amongst other things, amend the definition of personal data, the requirements around ROPA and DPIAs, and cookies and soft opt-in for organisations such as charities. These will have specific implications for our charities and the university's fundraising operations and could mean a fundamental shift in how we capture and rely on email consent for fundraising messaging, potentially increasing our ability to communicate with our audiences more widely. FSD continues to keep a close eye on developments and respond as appropriate.
- **DPIA for Email Consent** – We will review the current DPIA that we have in place. The aim is to expand the current stance of one contact for consent to allow fundraisers to take 6 months to gain email consent from an identified major gift prospect. This will align with our approach to acquiring non-alumni contacts, thus reducing the risk amongst fundraisers of making incorrect, uncompliant fundraising asks to the wrong audiences.
- **Training**- We will review the training currently offered to each team to ensure that it is impactful and fit for their purpose. We are reviewing what training is being provided across FSD and the KCL training platforms. After this review, we will design a new training schedule that will include shorter, more interactive materials that the teams can use at their leisure to help keep them informed and trained in a variety of topics.
- **Charities Act 2022**—The final sections of the changes to the Charities Act came into force on Thursday, 7 March 2024. The government has delayed the changes that will allow Charities to make ex-gratia payments without Charity Commission consent until later in 2024. FSD will continue to monitor any upcoming changes.
- The following policies and procedures are due for review:
 - [Philanthropic Fundraising Policy & Procedures](#)
 - Returning Donations Policy in line with the changes to the Charities Act 2022

Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Freedom of Expression Code of Practice (Annex 1 A&B)	26 June 2024	No	Approve
2. Changes to Academic Board Membership and Committee Structure and Resulting Ordinance Amendments (Annex 2 A&B)	26 June 2024	No	Approve
3. Education Governance Review and New College Education Committee Structure (Annex 3)	26 June 2024	Yes	Approve
4. King's Student Protection Plan (Annex 4)	26 June 2024	Yes	Approve
5. JEI SUSTech Student Protection Plan (Annex 5)	26 June 2024	Yes	Approve
6. Degree Outcomes Statement (Annex 6)	26 June 2024	Yes	Note
7. Strategic discussion on the financial health of the Higher Education Sector and the impact on King's Academic Strategy	26 June 2024	Yes	Note
8. Student Terms & Conditions 2024-2025	26 June 2024	Yes	Note
9. Report of the Academic Board Operations Committee	26 June 2024	Yes	Note
10. Report of the College Education Committee	26 June 2024	Yes	Note
11. Report of the College Research Committee	26 June 2024	Yes	Note
12. Election of Associates of King's College (AKC)	26 June 2024	Yes	Note

Full Academic Board papers are available for information on the [Academic Board webpage](#).

To Approve

1. Freedom of Expression – Code of Practice

Motion: That Council approve the Freedom of Expression Code of Practice.

Background:

The Higher Education (Freedom of Speech) Act is now law and universities are bound by its provisions and any related guidance issued by the Office for Students (OfS) effective 1 August 2024. Ultimate responsibility for compliance with the Act lies with the Council.

There are a number of actions needed to make King's compliant with the Act, the most critical of which is the establishment of a Code of Practice. The proposed Code, which has been discussed widely and at length across the University, is attached at **Annex 1** for approval.

In addition to creation of the Code, King's has determined that it will also develop a Policy Statement on Academic Freedom (as part of its obligation under the Act to 'promote' academic freedom) and that the current [KCL-KCLSU Joint Statement on Freedom of Expression](#) be updated. The Policy Statement on Academic Freedom will be an appendix to the Code of Practice and is attached for information. A revised Joint Statement with KCLSU is still under discussion.

The attached paper also provides an outline of the work remaining to be done to become fully compliant with the Act, some of which can be completed by 1 August 2024 and some of which will require more time to complete, particularly as full OfS guidance has yet to be provided.

2. Changes to Academic Board Membership and Committee Structure and Resulting Ordinance Amendments

Motion:

- (i) That Council approve the proposed changes to the Academic Board's Membership as set out in Annex 2A**
- (ii) That Council approve the dissolution of the College International Committee, the College London Committee and the College Service Committee.**
- (iii) That Council approve the consequent changes to the Ordinances, as set out in Annex 2B.**

Background:

At its meeting on 26 June, and as per notice of amendments to Ordinances provided to Council members on 24 June, on the recommendation of its Academic Board Operations Committee (ABOC), Academic Board considered changes to its membership and committee structure as follows:

- (i) Redistributing the number of academic staff seats (45 seats in total) so that the number of seats assigned to each faculty is more proportionate to the number of academic staff in each faculty.
- (ii) Eliminating the special category of 'academic staff on research contracts only'. Moving forward, all academic staff in a faculty, (teaching & research; teaching only; research only), will be eligible to be elected to an academic staff seat within the total 45 seats. Given the number of research-only staff within the College, restricting them to two seats is not reasonable.
- (iii) Confirming that the three elected academic staff seats originally assigned to Professional and Continuing Education (PACE) are now transferred to the Centre for International Education & Languages (CIEL). Discontinuing the ex officio seat for the Executive Director of PACE which no longer exists as an academic unit.
- (iv) Discontinuing the College International Committee, the College London Committee and the College Service Committee which are standing committees of the Academic Board.

Currently, there are five standing committees of the Academic Board on the books:

- College Education Committee (CEC)
- College Research Committee (CRC)
- College International Committee (CIC)
- College London Committee (CLC)
- College Service Committee (CSC)

All were originally set up to be led by a Vice-Principal, whose roles were aligned with the pillars of Vision 2029. They sit between governance and management with mandates to provide assurance to the Academic Board and Council with respect to statutory, regulatory and policy matters within their terms of reference, but also to provide advice and support to the relevant vice-principal and the relationship between the central administration and faculty governance.

With changes to the structure of the senior leadership team over the last three years which saw three of the vice-principal roles disappear, CIC, CLC and CSC have become moribund and have not met for at least two years. Even when they did meet, they rarely, if ever, presented any items that required approval by or close discussion from the Board. It is recommended, therefore, that they be formally discontinued. Professor 'Funmi Olonisakin, Vice-President (International, Engagement & Service) has created and chairs a Vice-Deans International, Engagement & Service (IES) Network and a One King's Impact Committee (OKIC) to manage many of the functions that once sat with or were reported through the standing committees. Formal terms of reference of those bodies are still in

development. Reports on matters within their remit will be made directly to the Academic Board by the Vice-Chancellor & President and provided to Council via the Academic Board.

3. Education Governance Review and New College Education Committee Structure

Motion: That the proposed amendments to the College Education Committee processes, structure and terms of reference be approved.

In tandem with the five-year comprehensive governance review commissioned by Council, the College Education Committee has conducted an education governance review that has resulted in recommendations to amend its terms of reference and make changes to its subcommittee structure.

Specific changes include:

- Creating a new Quality Assurance & Enhancement Subcommittee from the existing Collaborative Provision Subcommittee (CPS) and moving some of the responsibilities of the CPS to the Programme Development & Approval Subcommittee
- Strengthening of the Programme Development & Approval Subcommittee which will have reported to it any aspect of programme approval/modification
- Creating a new Student Experience Subcommittee
- Creating standard terms of reference for Faculty Education Committees
- Retitling the Academic Standards Subcommittee to the Assessment & Regulatory Oversight Subcommittee

Key issues addressed by these changes are:

- Ensuring that there is a clear line of sight to OfS ongoing conditions of registration from subcommittee terms of reference and ways of working.
- Improving the ability of the College Education Committee and its subcommittees to provide academic quality assurance for all taught programmes of the University.
- Strengthening the oversight of programme approval/modifications to ensure continuing adherence to the principles established in the Portfolio Simplification Programme.
- Improving support for and oversight of issues concerning student experience by bringing them together under a new subcommittee which can provide focus.
- Improving the effectiveness of the College Education Committee which currently is too large and has too wide a remit.
- Acknowledging the role of the Education Executive in the application of policy and the approval of procedures.
- Clarifying the management committees vs the governance committees and where approvals reside.

Full details of the proposed changes are in **Annex 3**.

4. King's Student Protection Plan – Annex 4

Motion: That the King's Student Protection Plan be approved.

Background:

Academic Board recommends King's Student Protection Plan for approval. As part of King's Office for Students (OfS) registration conditions it must have a comprehensive plan to protect the continuation of study for its students. This plan must be sent to the OfS and be available to students at all times. King's solicitors had reviewed the current student protection plan and advised that further detail was required. The plan has therefore been re-drafted to be more comprehensive in meeting OfS requirements. King's must have an OfS approved Student Protection Plan that references the University risk register and mitigations against defined risks for the continuation of study for its students. This version covers all pertinent risks.

5. JEI SUSTech Student Protection Plan – Annex 5

Motion: That the Student Protection Plan for the SUSTech-King's Joint Education Institute be approved.

Background:

Academic Board recommends the Student Protection Plan for the SUSTech-King's Joint Education Institute (JEI) for approval. King's is delivering two joint programmes from September 2024 as part of the JEI with the Southern University of Science and Technology, based in Shenzhen, China. The JEI is called the SUSTech-King's School of Medicine and it will offer the following programmes:

- BSc Biomedical Science
- BEng Biomedical Engineering

Students on the programmes will be registered at both SUSTech and King's and will receive double degree awards. They will be based full-time in China and will pay fees to SUSTech only.

The standard KCL Student Protection Plan assumes students will be based in London and pay fees to King's. The standard plan has been amended to remove the refunds and compensation sections and to bring the wording in line with the contingency arrangements agreed as part of the JEI.

To Note

6. Degree Outcomes Statement – Annex 6

Academic Board approved the Degree Outcome Statement for 2024/2025.

In May 2019, the UK Standing Committee for Quality Assessment (UKSCQA) published a statement of intent, proposing that providers should publish a degree outcome statement analysing their institutional degree classification profile and articulating the results of an internal institutional review. The statement is updated annually in terms of the data relating to the University's award of Good Honours, with every three years a fuller review being undertaken. Following last year's full review undertaken, this statement is the updated data relating to good honours for 2023/24 publication. The next full review of the statement will be completed during 2025/26.

7. Strategic discussion on the financial health of the Higher Education Sector and the impact on King's Academic Strategy

Academic Board received a presentation from the Senior Vice President (Academic) and the Vice President (Finance) on the predominant business model of English Russell Group universities and its inherent risks, and impact on King's Academic Strategy. Council received a similar presentation at its May meeting.

8. Student Terms & Conditions 2024-2025

Academic Board approved 11 sets of Terms & Conditions that were produced in the 2025/2026 annual review, to be placed on Policy Hub in time for the next academic year. Key changes were made to the general set to clarify terms around immigration and disability and this was then relayed in all other sets:

- General Terms and Conditions 25/26
- Terms and Conditions for Kings Digital Students – Programmes Invoiced at Course-Level 25/26
- Terms and Conditions for King's Digital Students – Programmes Invoiced by Module 25/26
- Terms and Conditions for Executive MBA students 25/26
- King's International Foundations Terms and Conditions 25/26
- Terms and Conditions for Pre-Sessional students 25/26

- Terms and Conditions for Prepare for Postgraduate Courses 25/26
- Terms and Conditions for Open Enrolment Short Courses 24/25
- Terms and Conditions for King's Language Centre – Corporate and Tailor-Made Courses 24/25
- Terms and Conditions for King's Language Centre – Evening, Saturday and Summer Language Courses 24/25
- Terms and Conditions for King's Language Centre – Non-Credit Bearing Language Courses 24/25

9. Report of the Academic Board Operations Committee

In addition to the matters reported at item 2, above, ABOC reported on the following:

- (i) College Research Committee Terms of Reference – minor amendments
- (ii) Academic Board Elections

10. Report of the College Education Committee

In addition to the matters related to the Education Governance Review (item 3, above), CEC reported on the following:

- (i) Revised Emergency Regulations
The Board discussed revisions to the existing Emergency Regulations. A final version will be brought to the Board for approval in the Autumn.
- (ii) Review of UK Transnational Education Case Study **[approved]**
- (iii) Mitigating Circumstances Policy **[will be reviewed in light of comments received, and any revisions will result in Chair's Action being taken for both CEC and Academic Board]**
- (iv) Postgraduate Taught Dissertation Framework **[will be reviewed in light of comments received, and any revisions will result in Chair's Action being taken for both CEC and Academic Board]**
- (v) Student Disability and Inclusion Policy **[approved]**
- (vi) Non-Academic Misconduct Policy **[approved]**
- (vii) Fee Status Assessment Policy for Applicants and Enrolled Students (Student Admissions) **[approved]**
- (viii) Degree Outcome Statement 2024/25 **[approved]**
- (ix) Academic Regulations 24/25 **[will be reviewed in light of comments received, and any revisions will result in Chair's Action being taken for both CEC and Academic Board]**
- (x) King's/SUSTech joint programmes: proposed regulatory framework **[approved]**
- (xi) RADA Academic Regulations 24/25 **[approved]**
- (xii) The Inns of Court College of Advocacy Academic Regulations 24/25 **[approved]**
- (xiii) Complaints Policy **[approved]**
- (xiv) PGT External Examiners Overview 22/23 **[approved]**
- (xv) Sunset Clause Policy **[approved]**
- (xvi) King's Digital Update
- (xvii) Afe Babalola Centre for Transnational Education at King's
- (xviii) Transforming Assessment for Students at King's (TASK)
- (xix) Higher Education Mental Health Implementation Taskforce: work underway at King's College London
- (xx) Access and Participation Plan (APP)
- (xxi) Community Charter
- (xxii) Continuous Enhancement Review overview
- (xxiii) College Teaching Fund: Innovations in teaching, assessment and feedback in the age of generative artificial intelligence
- (xxiv) Periodic Programme Review reports

11. Report of the College Research Committee

All items in the CRC report were noted on the Unanimous Consent Agenda:

- (i) Improvement of PGR Student Experience Across Faculties
- (ii) Data Science, AI and Strategy Update
- (iii) King's Doctoral College Update
- (iv) Revised Research Publications Policy
- (v) Planning for REF 2029: Interim Code of Practice and Draft Open Access Consultation Response
- (vi) Research Culture

12. Election of Associates of King's College

The Board approved the list of students and staff who had most recently completed the AKC programme.

Professor Shitij Kapur, Chair`
July 2024

Annexes:

- Annex 1. Freedom of Expression Code of Practice
- Annex 2. Changes to AB Membership & Committee Structure and Resulting Ordinance Amendments
- Annex 3. Education Governance Review and New College Education Committee Structure
- Annex 4. King's Student Protection Plan
- Annex 5. JEI SUSTech Student Protection Plan
- Annex 6. Degree Outcomes Statement

King's College London Code of Practice for Freedom of Speech

Preamble

This iteration of the Code of Practice, effective 10 July 2024 supersedes any previous versions. King's is updating various policies and procedures to reflect recent legislative and regulatory change. The provisions of this Code of Practice take precedence over any other existing provisions in other policies, procedures, guidelines, and handbooks where there is discrepancy. Any potential discrepancies may be reported via Governance@kcl.ac.uk.

1. Purpose and Scope

- 1.1. The purpose is to provide an enabling policy framework to support King's College London ("King's") in meeting statutory duties to take reasonably practicable steps to secure and promote freedom of speech within the law and protect academic freedom within the law.
- 1.2 The scope of this Code of Practice relates to all aspects of activity at King's. It sets out values, institutional expectations, and guiding approaches. It provides signposts to other relevant policies and procedures at King's. The University's statutory duties relate to students, staff and visiting speakers. King's also seeks to protect the freedom of expression of external visitors.
- 1.3 This document is the main section of the Code of Practice and there are two supporting appendices that interrelate and should be considered part of the Code of Practice framework. These are 'Policy Statement on Academic Freedom at King's' and 'Procedures for Events, Protests and Open Space Gatherings' and should be read in conjunction.

2. Definitions

- 2.1. Academic Freedom – This designates the freedom of the academic community - including academic staff and students - in respect of research, teaching and learning and, more broadly, the dissemination of research and teaching outcomes both within and outside the higher education sector, without unreasonable interference. The concept ensures that the academic community may engage in research, teaching, learning and communication in society in an academic context without fear of reprisal, within the limits of the law. The statutory concept and duty on academic freedom is set out in Part A1 (6) of the Higher Education (Freedom of Speech) Act 2023 available to read [here](#).
- 2.2. Freedom of Expression – This encompasses the values of freedom of speech, freedom of thought, freedom of conscience and religion, freedom of assembly and freedom to protest, within the framework of the law. This applies across the University's premises, both within and beyond classrooms and laboratories, and applies to external visitors and speakers, including in relation to online or off-campus King's activity.
- 2.3. Freedom of Speech within the law – as outlined in Part A1 (13) of the Higher Education (Freedom of Speech) Act 2023, means the freedom to impart ideas, opinions or information (referred to in Article 10(1) of the European Convention on Human Rights as it has effect for the purposes of the Human Rights Act 1998) by means of speech, writing or images (including in electronic form).

3. Values and principles

- 3.1. King's is committed to upholding the values of freedom of speech, freedom of thought, freedom of conscience and religion, freedom of assembly and freedom to lawfully protest or demonstrate. These are referred collectively as commitments to uphold freedom of expression. [King's is also a signatory to the Magna Charta Universitatum, upholding its values.](#) (Text in blue to be added retrospectively after the signing ceremony in early Autumn 2024).
- 3.2. Individuals, institutions and societies thrive when they enjoy an abundance of freedoms within the law. Learning, the production of knowledge, and human progress rests on the free exchange and testing of ideas and opinions, some of which may be contentious, unpopular, offensive, or discomforting to some.
- 3.3. King's affirms the vitality of freedom of expression and academic freedom to the success of the University and seeks to facilitate a safe, open and vibrant intellectual environment to explore ideas, generate and critique evidence, express opinions and debate a wide variety of topics. The right to protest or demonstrate is respected where this does not break the law, cause a serious risk to safety, shut down debate, or unduly disrupt the operations of King's to the detriment of others.
- 3.4. It is expected that the students and staff of King's will engage with civility, being mindful of common humanity and the dignity and privacy of others, and tolerant of the right of others to exercise their freedom of expression. The [King's Community Charter](#) elaborates on the values and behaviours that students and staff are encouraged to demonstrate and foster.
- 3.5. The leadership of King's has an institutional operating approach of value-based impartiality. This means that, in seeking to secure freedom of expression and foster an inclusive and vibrant intellectual environment, the University as a corporate entity does not normally take institutional positions or make statements on geopolitical and complex social issues barring exceptional factors such as the safety of students and staff being affected.

4. Policy approach – general provisions

- 4.1. King's will take reasonably practicable steps to secure freedom of expression and academic freedom within the framework of the law for students, staff, visiting speakers and external visitors. King's is committed to fulfilling the University's statutory duties outlined in the Education (No.2) Act 1986, the Human Rights Act 1998, the Higher Education & Research Act 2017, the Higher Education (Freedom of Speech) Act 2023, the Equality Act 2010, The Counter Terrorism and Security Act 2015, and related provisions in relevant regulatory frameworks and guidance.
- 4.2. King's recognises that statutory duties relating to freedom of expression and academic freedom must be implemented with appropriate regard to other obligations under the laws and regulations of the United Kingdom. King's has duties to foster good community relations, advance equality of opportunity, and ensure the safety of staff, students, visiting speakers and external visitors. This includes safety from physical violence, intimidation, harassment,

victimisation, discrimination and incitement to hatred in relation to protected characteristics, and incitement to violence. King's also has duties to help prevent encouragement of support for proscribed organisations and to help prevent people from being drawn into terrorism or promoting, encouraging or glorifying terrorism.

- 4.3. King's respects and affirms the right of students and staff to express views and opinions and promote information within the parameters of the law in the course of their day to day lives both on and off campus. In operating other policies and procedures at King's, staff must have particular regard to the protection of lawful expression as well academic freedom. The University's approach to academic freedom is set out in the appended Policy Statement on Academic Freedom. It is recognised that people may say and do things in the heat of the moment, including using language that may be offensive but not, on the balance of probabilities, unlawful. Policies and our procedures must give reasonable regard to situational context and consider the spontaneity of everyday discourse.
- 4.4. Notwithstanding the provisions of 4.3, there may be situations where disciplinary or remedial action is merited against a student, member of staff or an entity at King's in relation to inappropriate language or behaviours amounting to bullying, harassment, discrimination or other forms of grossly abusive behaviour or misconduct as set out in various disciplinary procedures on the [King's Policy Hub](#). King's has adopted definitions of antisemitism and Islamophobia which it has regard to in operating this code of practice.
- 4.5. General inconveniences to the University's reputation in respect to the exercise of lawful freedom of expression by students and staff are not grounds for disciplinary action. Any disciplinary matter relating to the grounds of "bringing the University into disrepute" must be serious, clearly evidencable, and pose a material risk to the operations and/or community relations of the University to be actionable.
- 4.6. In promoting the importance of freedom of speech and academic freedom, King's will annually draw the attention of students and staff at King's to this Code of Practice as well as Part A1 of the Higher Education (Freedom of Speech) Act 2023 through communications.
- 4.7. King's continues to commit to not using non-disclosure agreements in relation to complaints about sexual misconduct, bullying or harassment in line with the provisions of the Higher Education (Freedom of Speech) Act 2023.
- 4.8. University leadership has responsibility for the timely collection and regulatory reporting of relevant information across a range of relevant activities in relation to Section 9 Overseas Funding reporting provisions in the Higher Education (Freedom of Speech) Act 2023.

5. Policy approach and required conduct for events, protests and open space gatherings

- 5.1. The guiding principle is that everyone has the right of free speech within the law and reasonably practicable steps are taken to ensure as many proposed events can take place as possible. King's takes pride in ensuring the community is exposed to a wide range of views, enabling a large and diverse range of speaker events, cultural events, and screenings and exhibitions.

- 5.2. This Code of Practice covers events that take place on King's premises as well as those organised online or off-campus under the aegis of entities related to King's and KCLSU. Working with KCLSU when it relates to ratified student societies and groups, the risks of event booking requests are considered and, if necessary, conditions applied to mitigate identified risks to ensure events take place safely and lawfully. KCLSU ratified societies and groups must have regard to KCLSU's relevant policies.
- 5.3. King's acknowledges the importance of the right to lawful protest and freedom of assembly on and adjacent University premises within the parameters of the law and where it does not unduly affect the normal operations of the University or prevent lawful free speech or access to our premises for others.
- 5.4. Events organised on King's premises by third parties as commercial bookings with King's are also risk assessed by the University and may have conditions to mitigate risk applied. King's is under no commercial or legal obligation to accept third party booking requests.
- 5.5. Guidance for senior staff and detailed procedures on the criteria for events taking place and conduct expected are contained in an annex to this Code of Practice called the *Procedures for events, protests and open space meetings*. Ratified KCLSU student societies and groups must also have regard to KCLSU policies and procedures.
- 5.6. King's will not charge internal individual members of the King's community, including student societies both affiliated or unaffiliated to KCLSU, for additional security costs in relation to a high risk or high-profile speaker event or presentation. These costs will be met by the University. For commercial bookings, information on criteria for additional security costs can be read [here](#).
- 5.7. Required conduct of an event organiser - Any event with an invited audience, whether held on King's premises or online under King's/ KCLSU related entity auspices, must have a designated event organiser who is responsible for the arrangements and the conduct of the meeting. An event organiser is expected to behave with reasonable courtesy and integrity towards King's staff and ensure that preparations for and conduct of a speaker event or screening/presentation comply with any specific conditions, established University procedures, and the laws of the United Kingdom. The option of disciplinary action exists where event organisers fail to behave appropriately.
- 5.8. Required conduct of an internal or visiting speaker – A speaker, whether internal or external to the King's Community, is expected to abide by UK law, the relevant provisions on required conduct set out in this Code of Practice and the accompanying Procedures for Events, Protests and Open Space Gatherings. An internal or visiting speaker should not undermine the freedom of expression of others and is expected to comply with any conditions or mitigations applied as reasonably practicable steps for an event.
- 5.9. Required conduct of event audiences or participants at any protest or demonstration on King's premises – Event audiences and participants are expected to tolerate the right of others to exercise their freedom of expression and not to take actions that intimidate others or undermine the open debate. Further, they are expected to comply with lawful and reasonable requests from members of King's staff involved in ensuring the safety, security and legality of an

event, protest, demonstration or related activity. Where an individual or group is believed to be engaging in unlawful activity or causing disruption to an event or a relevant activity such as a teaching session, King's has the right to remove that individual or group from the premises and take disciplinary action if they are a member of our community.

6. Roles and responsibilities

- 6.1. King's Council has ultimate responsibility for ensuring reasonably practicable compliance with the University's statutory duties and the provisions outlined in this Code of Practice.
- 6.2. The Senior Vice President (Academic) is the designated responsible owner for all aspects of this Code of Practice relating to the consideration of matters of legitimate academic freedom. The Senior Vice President (Operations) is the designated responsible owner for all other operational aspects of this Code of Practice and interrelated policies and procedures. Both share responsibility for ensuring adequate training, recording of decisions that may affect freedom of speech within the law, and monitoring of compliance with this Code of Practice are in place.
- 6.3. If a designated responsible owner is unavailable or conflicted, the Vice-Chancellor & President shall assume responsibility or designate another person to deal with the matter.
- 6.4. The Freedom of Expression Standing Advisory Group (FESAG) is a joint committee of King's and KCLSU. FESAG and its sub-groups provide advice and practical support to the designated responsible owners for this Code of Practice. FESAG's terms of reference are available [here](#).

7. Appeals and Complaints

- 7.1. If an event organiser is dissatisfied with a decision taken by King's in relation to an event, the University encourages them to initially discuss the matter informally with the King's Co-Chair of the FESAG Operations Sub-Group. If they wish to formally appeal the decision, then the University will expeditiously form an appeal panel to consider the matter.
- 7.2. If a student, staff member, visiting speaker or external visitor believes their freedom of expression or academic freedom has been infringed, or procedures have not been properly followed, they have a right to complain through the relevant procedure below:
 - For staff – see various complaints / grievance procedures on King's [Policy Hub](#).
 - For students – see relevant complaints procedures on the King's [Policy Hub](#).
 - For visiting speakers and external visitors – by contacting either the Senior Vice President (Operations) or the Senior Vice President (Academic) ([add links](#)).
- 7.3. When all internal procedures for a complaint are complete, a student may request an independent review of their case by the Office of the Independent Adjudicator for Higher Education, if they remain dissatisfied with the University's final outcome.
- 7.4. The Office for Students (OfS) operates a free speech complaints scheme. Under that scheme, the OfS can review complaints about free speech from members, students, staff, applicants for academic posts and (actual or invited) visiting speakers. Information about the complaints that the OfS can review is available on its website [[LINK to be added](#)].

Draft Policy statement on Academic Freedom at King's

1. Purpose and scope

- 1.1. In meeting our statutory duties and related regulatory requirements in respect to the Higher Education (Freedom of Speech) Act 2023, King's College London ("King's") has a statutory Code of Practice for Freedom of Speech and Academic Freedom setting out our values, policy approach provisions, relevant procedures and institutional expectations.
- 1.2. This 'Policy Statement on Academic Freedom at King's' is a special appendix to our Code of Practice. Its purpose is to provide detail on our guiding approach and institutional expectations in relation to taking reasonably practicable steps to secure academic freedom.
- 1.3. In statutory terms, academic freedom applies in the United Kingdom to staff employed as academics. The approach of King's accepts those statutory duties but extends the conceptual scope of academic freedom further to be inclusive of students once they reach a stage of their academic journey at King's where they are engaging in scholarly activity that may produce new knowledge and challenge existing understanding.

2. Definitions

- 2.1. **Academic freedom** – This designates the freedom of the academic community - including academic staff and students - in respect of research, teaching and learning and, more broadly, the dissemination of research and teaching outcomes both within and outside the higher education sector, without unreasonable interference. The concept ensures that the academic community may engage in research, teaching, learning and communication in society in an academic context without fear of reprisal, within the limits of the law. The statutory concept and duty on academic freedom is set out in Part A1 (6) of the Higher Education (Freedom of Speech) Act 2023 available to read [here](#).
- 2.2. **Academic integrity** – This denotes a set of positive behaviours and attitudes in the academic community internalising and furthering compliance with ethical and professional principles and standards in learning, teaching, research, governance, outreach and any other tasks related to the missions of higher education. The duties and rights associated with the fulfilment and protection of academic integrity apply to all members of the academic community.
- 2.3. **Institutional autonomy** – Denotes the will and ability of higher education institutions to fulfil their missions, without undue interference within the parameters of the law, and to set and implement their own priorities and policies as concerns organisation, finance, staffing and academic affairs. .

3. Our guiding approach and institutional expectations in relation to academic freedom

- 3.1. Sections 3 and 4 of the main section of our Code of Practice framework set out our values and policy approaches to freedom of speech and academic freedom. This Policy Statement flows from those provisions, providing more specificity on our guiding approach and institutional expectations in relation to the upholding of academic freedom at King's. King's

upholds the values of the Magna Charta Universitatum (*text to be added after signing ceremony in early Autumn*).

- 3.2. Within the parameters of the law, our students, staff and academic visitors are entitled to teach, learn, research and engage in other forms of scholarly endeavour at King's in a safe, open and intellectually vibrant environment that values the pursuit of knowledge and greater understanding, scholarly excellence, and vigorous debate of a wide range of topics and viewpoints. They may do so without fear of reprisal or impairment of academic progress, privileges and career opportunities at King's.
- 3.3. All staff, and particularly those directly involved in academic life at King's and in positions of leadership, must have particular regard in their functional duties to the importance of upholding the value of academic freedom and the need to take reasonably practicable steps to ensure it is secured and not infringed either intentionally or unintentionally. Members of the King's community have a shared responsibility to guard against victimisation, intimidation or discrimination as a result of the exercise of academic freedom.
- 3.4. Even if the content of the curriculum, academic teaching materials or academic research may offend or be discomforting to students, staff members or members of the public, this will not make it unacceptable unless it contravenes the law or is found to amount to serious academic misconduct.
- 3.5. King's has the right to utilise our institutional autonomy to make changes from time to time to our educational curriculum and programme offerings and our approach to facilitating research, knowledge exchange, innovation, and public engagement.
- 3.6. Where it is established through our procedures that an academic member of staff or a student has committed a form of academic misconduct, through deliberate dishonesty, plagiarism, or the intentional promotion of fraudulent findings or misinformation with the intention to do harm, these are not behaviours protected under academic freedom.
- 3.7. Academic freedom also specifically applies, under UK law, to both external and internal applicants for academic job positions at King's and to existing academic staff applying or being considered for academic promotion at King's. All King's staff involved in such processes should have full regard to the need to take reasonably practicable steps to avoid infringing the legitimate academic freedom of others. Any concerns in this regard may be directly reported to the Senior Vice President (Academic) and/or the Vice President (People & Talent)/ Chief People Officer of King's or raised through the relevant complaints or grievance procedures that can be found on our [Policy Hub](#).
- 3.8. The University's commitment to Academic Freedom within the parameters of the law applies primarily to the laws and regulations of the United Kingdom as this is where the University is principally based. However, when students and staff are engaging in scholarly activity in a third country or overseas territory, both they and the University must also take into account the laws and regulations of that country or overseas territory in their approach.

Representation of Faculties on the Academic Board

Background

The creation of The Centre for International Education and Languages (CIEL) and the relative growth of NMES over the last period have prompted a review of the proportional representation of elected academic staff members on the Academic Board. Separately, the recent Governance Review of Council also identified that early-stage ('junior') academic staff and research staff were under-represented in King's governance processes. Revisiting the makeup of the elected staff membership of the Academic Board could potentially address this by requiring junior staff representation from each Faculty. This paper presents ABOC's recommendation to Academic Board for approval and further recommendation to Council. This paper does not consider the representation of professional services staff on Academic Board, nor the non-elected members or student members.

For the purpose of this paper, we consider ten different "units" to have a representation on the Academic Board, namely the nine King's Faculties plus the King's Education group that contains CIEL. To simplify the paper's presentation, they will all be referred to as faculties.

Faculty
Dentistry, Oral & Craniofacial Sciences
Faculty of Arts & Humanities
Faculty of Life Sciences & Medicine
IoPPN
King's Business School
King's Education
Natural, Mathematical & Engineering Sci
Nursing, Midwifery & Palliative Care
Social Science & Public Policy
The Dickson Poon School of Law
Research Staff
Total Elected Members

Principles

A number of principles have been adopted when choosing the representation of academics from Faculties on Academic Board.

1. The elected academic staff numbers should remain at a total of 45 (43 elected from Faculties + 2 separately elected from Research Staff members)
2. One seat per Faculty will remain allocated to an academic leadership team member (Head of Department or equivalent tier 2/tier 3 role, depending on Faculty structure).
3. Council has recently approved that elected staff should serve for the full three years from first appointment, even if they change category unless they leave the organisation, leading to some continuity and time to implement these new rules as members roll off.
4. A simple method that can be systematically reproduced in the future when the size of Faculties and number of seats change.

Options Considered

ABOC considered a range of options to specify a representation of Faculties on the Academic Board.

Seniority

ABOC proposes to adopt the following terminology that is currently used for Council members, for Academic Board:

Senior - includes roles with the following Post Profile: Professor; Reader; Senior Lecturer; Professorial, Principal and Senior Research Fellow (G8 and above).

Junior - includes roles with the following Post Profile: Lecturer; Research Fellow and equivalent (G6, G7).

Leadership – includes Heads of Department and equivalent Tier 2/Tier 3 leadership roles

Staff contracts

Staff can be categorised according to the nature of their contracts: academic and research-only contracts. Thus, two categories of staff are considered for representation on the Academic Board:

- Staff who have an academic contract (A: Education & Research Pathway, Academic & Education Pathway)
- Staff who have a research-only contract (R: Research-only contracts)

Currently there are 43 elected members from category A and two elected members from category R.

ABOC considered two options:

Contracts	Pros	Cons
A+R	The most inclusive category since it includes all staff that contribute to King's "academic mission".	Research staff typically have a short-term employment, frequently not staying at King's for the whole duration of a 3-year term, thus leading to frequent elections.
A (with two seats for R) NB this is the status quo	Category of staff leading to a more stable representation on AB, as the vast majority are on open-ended contract.	Category of staff that is less inclusive as does not include the research-only aspect of the "academic mission".

Staff Count

There are two ways of counting staff (whatever their contract):

- Headcount (HC) is counting the number of individuals.
- Full-time equivalent count (FTE) is the number of full-time employees or the equivalent of a full-time employee (35 h per week).

Count	Pros	Cons
HC	A more inclusive way of counting, with one individual, one vote, irrespective of the number of hours they work.	The ratio FTE/HC is in the range [80%-100%] for most faculties, and therefore the choice of measure has little impact on their final

FTE	A representation of the workforce according to the contractual number of hours, and likely to be a proxy for a faculty volume of activity (and budget).	representation. The only exception is FoDOCs, with a ratio of approximately 50%, whose representation is more impacted by the count measure.
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Baseline Seats

ABOC considered allocating a baseline of 0, 2 or 3 seats for each Faculty.

Baseline	Pros	Cons
0	The most proportional representation	<ul style="list-style-type: none"> - Potential large variation in the number of seats per faculty leading to “over representation” of large faculties. - Smaller faculties have such a small representation that it does not allow for reserved roles, e.g. senior v. junior.
2, 3	Such baselines allow for different categories of staff to be reserved in representation of each faculty (e.g. HoD/director roles).	Not as representative of faculties’ size.
4	Least disruptive with respect to current representation Allocation remains the same whatever contract type and count being considered.	Over-representation of small faculties.

Votes and Representation

While the “Staff Contract” section above considered the number of researchers in the methodology for allocating seats to Faculties, it does not consider who is eligible to vote or stand for election.

As stated in the background section, the recent Governance Review of Council identified that early-stage (‘junior’) staff were under-represented in King’s Governance processes.

Currently, two seats on Academic Board are reserved for staff on research-only contracts. While this approach has the advantage of guaranteeing researcher representation on Academic Board, it has some limitations. With two seats and ten Faculties, the breadth of research activity at King’s is not well represented. The current arrangements do not consider the seniority of these individuals, and researchers on Academic Board might be junior or senior.

Thus, we propose to adopt a total of 45 elected staff, including the existing 43 elected from Faculties and the 2 separately elected Research Staff members. To ensure that early-stage staff are suitably represented on the Academic Board, we propose to ring-fence seats for early-stage staff per Faculty.

With this approach, all staff in categories Junior, Senior, Leadership will be entitled to vote and stand for election; by ring-fencing seats for junior staff in each Faculty, we will improve the representation of junior staff at Academic Board.

Summary of all options

In the table below, we summarise the information for the 16 options under consideration. We include the minimum and maximum numbers of representatives per faculty for each option. The current allocation of seats will be referred to as “Current”.

Baseline	0	2	3	4
HC, A	Option 1 2-8	Option 2 3-7	Option 3 4-6	Option 4 4-5
HC, A+R	Option 5 1-12	Option 6 3-8	Option 7 3-7	Option 8 4-5
FTE, A	Option 9 2-9	Option 10 3-7	Option 11 3-6	Option 12 4-5
FTE, A+R	Option 13 1-12	Option 14 3-8	Option 15 3-7	Option 16 4-5

We propose to reject:

- The FTE category (Options 9-16) because it does not change the seat allocation, and we prefer the HC approach because it is more people-focused.
- Baseline 0 (Options 1, 5, 9, 13) and Option 6 because of the wide difference in representation between the larger and smaller faculties. Larger faculties are over-represented, whereas smaller faculties are under-represented.
- Baseline 4 (Options 4, 8, 12, 16) because all faculties have a representation of 4 or 5, offering a poor reflection of their size.

Therefore, ABOC considered the following options: Current (no change to current situation), Option 2, Option 3 and Option 7.

ABOC recommends Option 7 because it allows for the full representation of research-only staff and appropriate scaling of seats with size of Faculty.

Faculty	Current = Do Nothing	Option 2	Option 3	Option 7
Dentistry, Oral & Craniofacial Sciences	4	4	4	4
Faculty of Arts & Humanities	5	5	5	4
Faculty of Life Sciences & Medicine	5	7	6	7
IoPPN	5	6	5	6
King's Business School	4	3	4	4
King's Education	3	3	4	3
Natural, Mathematical & Engineering Sciences	4	5	4	5
Nursing Midwifery & Palliative Care	4	3	4	4
Social Science & Public Policy	5	6	5	5
The Dickson Poon School of Law	4	3	4	3
Research Staff	2			
Total Elected Members	45	45	45	45

In this analysis, we have taken a total of 45 elected staff, including the existing 43 elected from Faculties and the two separately elected Research Staff members. The proposed seat allocation per role for each Faculty would be broken down as follows for Option 7.

Faculty	Leadership	Junior	Senior
Dentistry, Oral & Craniofacial Sciences	1	1	2
Faculty of Arts & Humanities	1	1	2
Faculty of Life Sciences & Medicine	1	2 or 3	3 or 4
IoPPN	1	2 or 3	2 to 3
King's Business School	1	1	2
King's Education	1	1	1
Natural, Mathematical & Engineering Sci	1	1 or 2	2 or 3
Nursing, Midwifery & Palliative Care	1	1	2
Social Science & Public Policy	1	1 or 2	2 or 3
The Dickson Poon School of Law	1	1	1



King's College London Ordinances

(at 23 May 2024)

A. Preamble

B. Governance

- B1 Procedure for the making of Ordinances
- B2 Membership of the University
- B3 Structure of the University
- B4 Membership and Officers of the Council
- B5 Confidentiality and Declarations of the Interests of Members of the Council
- B6 The Council: Terms of Reference and Statement of Primary Responsibility
- B7 Meetings of the Council
- B8 Statement of Primary Responsibilities of the Standing Committees of the Council
- B9 Standing Orders for the Council and its Standing Committees

C. Academic

- C1 Degrees, Diplomas and Certificates awarded by the University
- C2 Degrees, Diplomas and Certificates awarded by the University
- C3 Honorary Degrees, Fellowships and Honorary Fellowships of King's College London

D. Finance

- D1 Financial Matters

E. Staff

- E1 Appointment and Dismissal of the Vice-Chancellor and President
- E2 Appointment and Dismissal of the College Secretary
- E3 Appointment and Dismissal of the Dean
- E4 Appointment, Dismissal and Promotion of Other Staff
- E5 Dismissal, Grievance Procedures and Related Matters for Academic Staff
- E6 Research Misconduct

F. Students

- F1 Students of the University
- F2 Code of Student Conduct
- F3 Constitution of the KCLSU

Appendix A: Regulations

Appendix B: Terms of Reference of Council Standing Committees and Subcommittees

A. Preamble to the Ordinances

1. Ordinances shall not be interpreted in a manner that is contrary to the Charter and Statutes. If any doubt arises over the interpretation of an Ordinance the matter shall be referred to the Chair of the Council or the Vice-Chair or another person designated by the Chair of the Council. The decision of the Chair of the Council, who must seek advice from the Vice-Chancellor and President and the College Secretary, shall be final.
2. All the words in the Ordinances bear the same meaning as in the Charter and Statutes unless specifically stated otherwise.
3. Except where stated otherwise, words imparting the singular shall include the plural.
4. Ordinances will be made, ratified, amended or revoked by Council in accordance with Ordinance B1, and reviewed at least once every five years in accordance with Ordinance B8.

Glossary of Terms

‘Academic Board’ means the Academic Board established by Article 8 of the Charter;

‘The Chair of the Council’ means the person who holds the office of Chairman of the Council established by Article 5 of the Charter;

‘The Chair’ means the Chair of the Council or a Chair of a Standing Committee, as appropriate, unless specified otherwise;

‘The Charter’ means the Charter of King’s College London;

‘The College’ has the meaning assigned to it by Article 2 of the Charter;

‘The College Secretary’ means the person holding the office of College Secretary;

‘The Council’ means the Council of the University established by Article 5 of the Charter;

‘Fellow’ means a person holding a Fellowship conferred by the University under Ordinance C3.2;

‘Functions’ includes powers and duties;

‘Honorary Treasurer’ means the person who holds the office of Honorary Treasurer under Ordinance B4.2.5;

‘Independent Member’ and ‘Other Independent Member’ means a person who is a lay member of Council under Statute 1(i) as interpreted by Ordinance B4.1, that is to say, a member of Council appointed by Council on the recommendation of Governance & Nominations Committee who is independent and not a member of staff of the University;

‘Co-opted independent member’ means a person who is a member of a committee or subcommittee of Council appointed by Council on the recommendation of the Governance & Nominations Committee or by the parent standing committee in the case of a subcommittee, who is independent and not a member of staff of the University.

‘Major Strategic Decision’ means a decision which, in the judgement of the Vice-Chancellor and President in consultation with the Chair of the Council, requires approval and monitoring by the Council because of the level of expenditure involved, the degree of risk, the change to the strategic direction of the College, or similar considerations;

‘Member of the University’ means a person falling into one or more of the categories in Ordinance B2;

‘Ordinances’ means Ordinances made by the Council in accordance with the Charter and Statutes;

‘Ordinary Meeting’ means any meeting of Council or a Standing Committee which is not a Special Meeting;

‘Regulations’ means Regulations made by the Council or other such authority as delegated by the Council in accordance with the Charter and Statutes. A list of such Regulations in effect from time to time is set out in Appendix A;

‘The Vice-Chancellor and President’ means the person who holds the office of Principal and President of the University established by Article 6 of the Charter;

‘Register of Interests’ means the Register established by Ordinance B5.2;

‘Reserved Item of Business’ means an Item of Business before the Council designated as a Reserved Item of Business under Ordinance B5.1.1;

‘Special Meeting’ means a special meeting of the Council or a Standing Committee convened in accordance with Ordinance B9.11;

‘Special Resolution’ means a resolution passed at one meeting of not less than two-thirds of the members of the Council and confirmed at a subsequent such meeting held not less than one calendar month nor more than three calendar months after the former meeting where written notice of each meeting and of the object of the meeting has been given to each member of the Council not less than fourteen clear days before the date fixed for the meeting and the resolution has been passed at each meeting by not less than two-thirds of those present and voting, including a majority of Independent Members;

‘Staff Member’ means a person who is a staff member of the College Council under Statute 1(i) as interpreted by Ordinance B4.1;

‘Standing Committee’ means a Standing Committee of the Council and any sub-committee of a Standing Committee listed in Ordinance B8;

‘Supplementary Agenda Item’ means an item submitted for consideration at an Ordinary Meeting of a Council or Standing Committee which was not circulated to members in advance of the meeting as part of the agenda;

‘The Dean’ means the person who holds the office of Dean of King’s College London established under Ordinance E3;

‘The Statutes’ means the Statutes referred to in Article 11 of the Charter;

‘Unreserved Item of Business’ means an Item of Business before the Council which is not designated as a Reserved Item of Business;

‘Vice-Chair’ means a person who holds the office of Vice-Chair of the Council established by Article 5 of the Charter or the vice-chair of a standing committee or subcommittee of Council;

‘Vice-Principal’ means a person who holds the office of Vice-Principal established by Statute 12;

‘The Visitor’ means the person who holds the office of Visitor of the University established by Article 7 of the Charter.

B. Governance Ordinance

B1 Procedures for the making of Ordinances

Ordinances may be made, ratified, amended or revoked, as provided for under Statute 6 and Statute 7(o), at a quorate meeting of the Council provided that 14 days written notice of the proposal has been given, and provided that two-thirds of those present (including a simple majority of Independent Members) vote in favour of the proposal (see Ordinance B9). The College Secretary may make minor editorial amendments to the Ordinances without presentation to Council, with a report to the Governance & Nominations Committee.

B2 Membership of the University

Membership of the University extends to the following persons:

The Visitor;
The Chair of the Council and the Other Independent Members of the Council;
The Fellows of the College;
The full-time, part-time and honorary members of staff currently employed or appointed by the University; and
The currently registered full-time and part-time students of the University.

The Vice-Chancellor and President may confer or revoke the status of student and thus their membership of the University and shall report any such actions to the Academic Board.

B3 Structure of the College

The College shall consist of such Faculties or other equivalent academic groupings as are established by the Council following consultation with the Academic Board. The academic components of each Faculty shall consist of academic departments, divisions, centres and other such groups as are contained therein.

The Vice-Chancellor has the overall authority to decide the composition of the Faculties and approve any changes in their academic components, which shall be notified to the Academic Board.

The structure of the University currently comprises the following Faculties:

The Faculty of Arts and Humanities;
The Faculty of Dentistry, Oral and Craniofacial Sciences;
The Dickson Poon School of Law;
The Florence Nightingale Faculty of Nursing, Midwifery and Palliative Care;
The Faculty of Life Sciences and Medicine;
The Faculty of Natural, Mathematical and Engineering Sciences;
The Institute of Psychiatry, Psychology and Neuroscience;
The Faculty of Social Science and Public Policy; and
The King's Business School.

B4 Membership and Officers of the Council¹

¹ See Appendix B for the membership and composition of the Council, Council Standing Committees and sub-committees reporting to Standing Committees as at November 2022.

B4.1 Membership

1. The Governance & Nominations Committee of the Council shall be responsible for putting before the Council recommendations for the Council's membership, having due regard to the provisions of Statute 1 which prescribes the composition of the Council's membership. In bringing forward nominations for membership of the Council the Governance & Nominations Committee shall also have due regard to the background, expertise and experience required within the membership of the Council and shall take into account any matters arising from relevant legislation as from time to time in force.
2. Membership of the Council will normally be for a period of no more than two consecutive three-year terms, up to a maximum of six years. Exceptionally a Council member's term may be extended by the Council for a further single three-year term, up to a maximum continuous membership of no longer than nine years. These provisions shall not preclude a former Council member from serving an additional term where a break of at least three years has occurred in their membership of the Council. Unless otherwise specified by the Council, a Council member's term of office shall be deemed to commence on 1 August of the academic financial year in which they are appointed and shall end on 31 July in the final year of their membership of the Council; however, the Council may appoint a member to the Council with immediate effect or for their term to commence at such other time as the Council shall specify.
3. An Independent Member shall be defined as a person who shall be independent and not an employee of the University. A person holding a visiting or honorary appointment with the University or a person holding an emeritus title from the University may be appointed as an independent member, provided they do not receive a salary from the University and are not in receipt of a contract of employment, and provided that, in the judgement of the Council on the recommendation of the Governance & Nominations Committee, they are truly independent and their connection with the University is not such that their independence would be compromised.
4. A Staff Member shall be defined as a person who is a full-time or part-time member of staff employed by the University. A Staff Member's membership of the Council shall cease if they cease to be employed by the University.

B4.2 Officers of the Council

1. In accordance with Article 5(2) of the Charter, the Council shall elect a Chair of the Council on the recommendation of the Governance & Nominations Committee who shall be chosen from among the Independent Members of Council, and not be an employee of the College. The Chair of the Council shall serve a three-year term which may be extended by Council, on the recommendation of Governance & Nominations Committee, by a further three years, up to a maximum of six years. Exceptionally, the Chair of the Council's term may be extended by a further three years up to a maximum of nine years' continuous period in office, provided that, in all cases, the Chair of the Council's term of office shall not extend beyond his/her membership of Council specified in Ordinance B4.1.
2. In accordance with Ordinance B6.10, Council shall elect one or more Vice-Chairs from among the Independent Members of Council after receiving any recommendation(s) from the Governance & Nominations Committee. A Vice-Chair shall serve a three-year term which may be extended by Council, on the recommendation of Governance & Nominations Committee, by a further three

years, up to a maximum of six years in total. Exceptionally, a Vice-Chair's term may be extended by a further three years up to a maximum of nine years' continuous period in office provided that, in all cases, a Vice-Chair's term of office shall not extend beyond their membership of Council specified in Ordinance B4.1.

3. The Chair of the Council shall be responsible for the effective and orderly running of the Council's business in accordance with the Charter and Statutes. In between Ordinary Meetings of the Council, the Chair of the Council (or a Vice-Chair in the Chair's absence) may take action on behalf of the Council in matters which, in the Chair's opinion, are urgent or non-contentious, and shall report such actions to the next meeting of the Council for confirmation, in accordance with Statute 10.
4. A Vice-Chair is responsible for deputising for the Chair of the Council in the Chair's absence or in such matters as may be delegated to the Vice-Chair by the Chair of the Council. In the event of more than one Vice-Chair being appointed, the Chair of the Council shall nominate one Vice-Chair to serve in the Chair's absence.
5. From time to time, the Chair may appoint one or more Deputy Chairs for particular projects or tasks.
6. The Council shall appoint an Independent Member of the Council to serve as the Honorary Treasurer and, in that capacity, as the Chair of the Finance Committee. The Honorary Treasurer shall serve a three-year term which may be extended by Council, on the recommendation of Governance & Nominations Committee, by a further three years, up to a maximum of six years in total. Exceptionally, the Honorary Treasurer's term may be extended by a further three years up to a maximum of nine years' continuous period in office, provided that, in all cases, the Honorary Treasurer's term of office shall not extend beyond their membership of Council specified in Ordinance B4.1.

B5 Confidentiality and Declarations of the Interests of Members of the Council

B5.1 Confidentiality

- The Chair of the Council may designate an Item of Business before the Council as a Reserved Item of Business. In the interests of transparency and accountability, this designation will normally only be applied to items which are sensitive by reason of personal or commercial confidentiality, danger to public health or safety, or danger to the legitimate interests of the College.
- Minutes of the Council will be made available to all the Members of the University after they have been confirmed by the Council, save for the minutes of any Reserved Items of Business, which are recorded and circulated confidentially in accordance with Ordinance B9.3(iv).
- Minutes, agendas and papers presented at meetings of the Council remain confidential to members of the Council until they are published or released in accordance with the King's College London Freedom of Information Publication Scheme.
- Reserved Items of Business are not routinely published or released by the University, and must be treated by members of the Council at all times (during their membership and after its termination) as confidential.

B5.2 Declaration of Members' Interests

1. Members of Council and its standing committees and subcommittees are required to comply with the [Council's Conflict of Interest Policy](#).
2. Annual Declarations
 - a) Members of Council and members of Standing Committees (other than the Academic Board and its subcommittees), members of the Vice-Chancellor's senior executive team and other senior officers of the University specified by the Vice-Chancellor and President for the purposes of this Ordinance are required to make an annual Declaration of Interests with respect to their own financial and non-financial interests and those of their close family, spouse or partner. A nil return shall be made where appropriate. Any subsequent material changes to the information supplied must be notified to the College Secretary as soon as they occur.
 - b) Annual Declarations of Interests will be compiled into a Register of Interests which will be held by the College Secretary. The Register will be accessible for consultation by members of the public, without restriction, by whatever means is considered to be appropriate by the College Secretary in consultation with the Governance & Nominations Committee.
3. Declarations in the course of a meeting
 - a) Any member who believes they may have a direct or indirect personal or financial interest in any matter under discussion at a meeting of the Council or of a Standing Committee shall state that interest at the earliest opportunity, normally to the Chair or to the College Secretary or Standing Committee Secretary prior to the meeting or, if necessary, at the appropriate point during the meeting, whether or not such interests have been recorded in the Register of Interests. The Chair may request during the course of the meeting that the person who has the interest should confirm the declaration in writing. Such declarations shall be recorded in the minutes. The College Secretary/Standing Committee Secretary will provide the member with the relevant draft minute for their comment prior to the draft minutes of the meeting being circulated to all members.
 - b) The Chair and the non-conflicted members of Council or of the committee will assess the nature and extent of the conflict and determine the course of action in accordance with the Conflict of Interest Policy.
4. Members and prospective members of the Council or of a Standing Committee should decline to participate in the Council, Standing Committee or any other committee, working party or other body where they reasonably foresee that a conflict of interest may arise on a regular basis.

B6 The Council: Terms of Reference and Statement of Primary Responsibility

Subject to Statute 7, the purpose of Council includes, but is not limited to:

1. To define and uphold the University's mission, vision and strategic direction, and monitor progress continuously against agreed goals.
2. To shape and review the University's vision, mission and values.
3. To appoint, dismiss and appraise the performance of the Vice-Chancellor and President as chief executive and to appoint, through a process including the Vice-Chancellor, the College Secretary.

4. To require and monitor management systems in place to ensure compliance with statutory and regulatory obligations.
5. To require and monitor management systems in place to deliver the effective and consistent operation of key policies.
6. To ensure delegated responsibilities and authorities are clearly defined for its Standing Committees and ad hoc committees, the Vice-Chancellor and President and other officers of the College.
7. To ensure that the appropriate risk management procedures and associated internal controls are established and effectively maintained.
8. To approve and monitor commercial undertakings.
9. To oversee the effective and prudential operation of the University and assess performance against key performance indicators agreed with management, including:
 - i. To approve and monitor the University's budget, financial plans and key risks to be managed by the senior management of the University;
 - ii. To ensure the University's assets and resources are properly managed; and
 - iii. To approve and monitor controlled entities.
10. To manage effectively its own operations, including the appointment of the Chair of the Council, Vice-Chair(s), Chairs of Standing Committees and ad hoc committees, the creation and abolition of Standing Committees and ad hoc committees, selection of new members of Council and their induction, and the proper execution of members' fiduciary duties.

B7 Meetings of the Council

The Council shall meet on such occasions as it deems necessary for the conduct of its business. The Council shall hold Ordinary Meetings on not fewer than three occasions during the academic year.

In between Ordinary Meetings, Special Meetings of the Council may be held when determined by the Chair of the Council or when requested by at least one third of the membership of Council in accordance with Ordinance B9.4.

Special Meetings may only deal with the business for which the meeting has been convened, in accordance with Ordinance B9.4. At Ordinary Meetings, Supplementary Agenda Items may be taken at the discretion of the Chair of the Council, with due prior notice except in case of emergency, as provided by Ordinance B9.3(iii).

Ordinary meetings and Special Meetings of the Council shall require a quorum of 11 members, with the majority of those present at the meeting being Independent Members, in accordance with Statute 4, unless a Special Resolution is to be passed, in which case, a quorum of at least two thirds of the Council is required in accordance with Article 1 of the Charter.

B8 Statement of Primary Responsibilities of the Standing Committees of the Council

B8.1 Powers Reserved to Council

The following powers are reserved to Council:

- (i) Approve and amend the Charter and Statutes
- (ii) Amend, make and revoke University Ordinances and relevant Regulations not delegated to Standing Committees of the University
- (iii) Appointment/removal of Vice-Chancellor and President and the College Secretary

- (iv) Approval of the Vice-Chancellor and President's terms and conditions of appointment
- (v) Approve and monitor Major Strategic Decisions and strategic plans recommended to Council by the Vice-Chancellor and President
- (vi) Approval of Annual Accounts and financial statements
- (vii) Approval of Annual Budget
- (viii) Approve Council membership nominations
- (ix) Ensure the solvency of the College and safeguard its assets
- (x) Appoint the College Auditors
- (xi) Amend the Council's terms of reference

B8.2 Council Standing Committees

The Council shall have the following standing committees:

B8.2.1 Academic Board

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

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

B8.2.1.1 Academic Board Operations Committee

The Academic Board shall have an Academic Board Operations Committee.

The primary responsibility of the Academic Board Operations Committee is to advise Academic Board on any matters pertaining to its governance structures for academic matters as directed by the Board, including: membership of the Board and its committees; elections processes for the Board and from the Board and its committees to other bodies including Council; policies and procedures related to the functioning of the Board.

Academic Board retains authority for approval of these matters but has the right to delegate that authority as it chooses.

B8.2.1.2 College Education Committee

The Academic Board shall have a College Education Committee.

The primary responsibility of the College Education Committees is to provide strategic leadership of education for the College. It will ensure that the University's academic taught provision aligns with national

expectations for quality and academic standards and enhances students' learning experience. The Committee will promote:

- risk-management approaches in relation to quality assurance, providing oversight of the quality and academic standards of students' learning opportunities and learning experience, advising Academic Board of any issues and areas of good practice
- enhancement in learning, teaching, and assessment
- an ethos of students as co-creators of the education experience

~~B8.2.1.3~~ College International Committee

~~The Academic Board shall have a College International Committee.~~

~~The primary responsibilities of the College International Committee are:~~

- ~~• To ensure that internationalisation activities are embedded within King's structure~~
- ~~• To provide the necessary academic governance and oversight of international activities, including all international partnership agreements~~
- ~~• To enable wide ranging academic input into the strategy as it evolves and is implemented~~
- ~~• To be a key communications channel for the dissemination of information and getting feedback about our international affairs~~

~~The International Committee will monitor and approve exchange agreements and in-principle agreements for new programmes with partner institutions, advise the VP International on international strategy by acting as a sounding board, checking feasibility, feeding-in ideas and sharing experience, and be informed about international strategy and take it into account in planning Faculties' strategies.~~

~~B8.2.1.4~~ College London Committee

~~The Academic Board shall have a College London Committee.~~

~~The primary responsibility of the College London Committee is to own, shape and support the delivery of a university-wide London strategy in line with objectives set out in Vision 2029 and the priorities articulated as part of the London consultation process.~~

~~Effective functioning of the committee will enhance the coordination, support and communication of London partnerships, maximising the impact of existing activity and enabling the University to more effectively identify and leverage new opportunities.~~

B8.2.1.53 College Research Committee

The Academic Board shall have a College Research Committee.

The primary responsibility of the College Research Committee is to advise the College through Academic Board on the development of University strategy and policy affecting research and on quality assurance and regulatory issues and on the sharing of good practice.

~~B8.2.1.6~~ College Service Committee

~~The Academic Board shall have a College Service Committee.~~

~~The primary responsibility of the College Service Committee is to provide robust oversight and accountability in delivering the Service strategic framework.~~

B8.2.2 Audit, Risk and Compliance Committee

The primary responsibilities of the Audit, Risk and Compliance Committee are to review and assure the effectiveness of the University's internal control systems and the risk management process, as well as ensure that satisfactory arrangements are in place to promote economy, efficiency and effectiveness. It also ensures the University's compliance with all relevant legislation and/or standards emanating from statutory, regulatory or funding agencies to include health, safety and environmental protection and equalities legislation.

B8.2.3 Chairs' Committee

The primary responsibility of the Chairs' Committee is to advise or decide on urgent or highly confidential matters on behalf of the Council, which in the judgment of the Chair of the Council cannot wait until the next regularly-scheduled meeting of Council and when it is not possible to call a special meeting of Council. Matters reserved to the Council under Statute 9 and Ordinance B8 are excluded from the Committee's authority.

B8.2.4 Estates Strategy Committee

The primary responsibility of the Estates Strategy Committee is to assure Council of the strategic management of the University's estate.

B8.2.5 Fellowships and Honorary Degrees Committee

The primary responsibility of the Fellowships and Honorary Degrees Committee is to make recommendations to the Council on nominations for the award of fellowships and honorary degrees.

B8.2.6 Finance Committee

The primary responsibility of the Finance Committee is to provide effective assurance of the management and control of the financial affairs of the University and its subsidiary companies. The Committee may approve Financial Regulations under delegated authority from the Council in accordance with Ordinance D.

B8.2.6.1 Investment Subcommittee

The Finance Committee shall have an Investment Subcommittee.

The primary responsibility of the Investment Subcommittee is to oversee investment policy and process with authority delegated from Council for the proper investment and safekeeping of these funds. The Subcommittee is authorised by the Finance Committee to obtain outside legal or other independent professional advice and to secure the services and attendance of outsiders with relevant experience and expertise it considers necessary. It may incur expenditure in this respect with the delegated financial authority of the Finance Committee.

B8.2.7 Governance & Nominations Committee

The primary responsibility of the Governance & Nominations Committee is to implement effective processes concerning the management of the membership of the Council and its Standing Committees. In particular, it has responsibility for identifying and recommending to the Council appropriate candidates for membership of the Council and to Standing Committees. The Governance & Nominations Committee shall also be responsible for reviewing the Register of Interests and overseeing the induction and training of new members.

B8.2.8 Remuneration Committee

The primary responsibilities of the Remuneration Committee are to develop and apply rigorous senior remuneration policy and procedures and make recommendations to the College Council where appropriate. The University follows the guidelines laid out in the Committee of University Chairs (CUC) HE Remuneration code in so far as is practicable. The policy and procedures, as approved by Council, apply to the remuneration and terms and conditions of employment (including severance arrangements) of the University's Senior Post holders, including the Vice-Chancellor and President, and other Senior Post Holders under the Committee's remit at any time, who will be outlined in the Remuneration Policy.

B8.2.8 Staff Culture and Strategy Committee

The primary responsibilities of the Staff Culture and Strategy Committee are to be responsible to the Council for the provision of oversight of the people and culture strategy approved by Council, monitoring progress on achieving agreed objectives delegated to the executive for implementation, and providing advice and guidance to the senior executive as required. In carrying out its responsibilities the Committee will look at the holistic staff experience, recognising that a great staff experience is essential to a great student experience.

B8.3 Council Standing Committees Terms of Reference

Detailed Terms of Reference, membership and operational details for the Council's Standing Committees will be reviewed and approved by the Council as necessary and at least once every five years, on the recommendation of the Chairs of the Standing Committees.

From time to time as recommended by the Governance and Nominations Committee, and at least once every five years, the Council shall undertake a formal review of the effectiveness of the Council and the University's governance arrangements, including the Ordinances and Regulations, in order to ensure that they accord with current good practice and respond to the current needs of the University. The College Secretary, and one or more Independent Members of the Council appointed by the Governance & Nominations Committee for that purpose, shall conduct an annual appraisal of the Council's effectiveness to be reported to the Council on the recommendation of the Governance & Nominations Committee.

See Ordinance Appendix B for the current terms of reference of the standing committees.

B9 Standing Orders for the Council and its Standing Committees

B9.1 Quoracy

- (i) Ordinary Meetings and Special Meetings of the Council shall require a quorum of 11 members, with the majority of those present at the meeting being Independent Members, in accordance with Statute 4, unless a Special Resolution is to be passed.
- (ii) Unless otherwise stated in terms of reference, Ordinary Meetings and Special Meetings of Standing Committees shall require a quorum of a simple majority.
- (iii) Special Resolutions may only be passed by a two thirds majority at a meeting attended by no less than two thirds of members of Council.
- (iv) At the discretion of the Chair, Council or Standing Committee meetings may be held in the form of a teleconference or using other remote facilities which allow all members participating to hear and address one another. Such persons shall be counted as participating in the meeting and being in attendance for the purposes of the quorum. Meetings held in this manner will be deemed to take place at the location of the Chair.

B9.2 Notification of meetings

- (i) Notification of the date, time and venue of each Ordinary Meeting or Special Meeting of the Council or a Standing Committee and the agenda and papers for each meeting shall be sent by the College Secretary or relevant Committee Secretary to every member not fewer than seven days before each meeting, except in relation to proposals to make or amend Ordinances or Regulations, or proposals for Special Resolutions. In such cases members of Council shall receive 14 days' notice of such a proposal. A minimum of seven days' notice shall be required for proposals to Academic Board or Finance Committee to make or amend financial or academic Regulations approved under delegated authority by those committees.
- (ii) Any proposal for a Special Resolution, or a proposal to make or amend Ordinances or Regulations, must be notified in accordance with Ordinance B9.2(i), as required by Article 1(1) of the Charter and Statute 7(o). Proposals for Special Resolutions and amendments to Ordinances and Regulations may not be raised as Supplementary Agenda Items.

B9.3 Circulation of agendas

- (i) The style, format and method of circulation of agendas and papers for meetings of Council and its Standing Committees shall be in accordance with such standards and requirements as may be established by the College Secretary or designate, in consultation with the Chair of the Council.
- (ii) The agenda for a meeting of the Council or a Standing Committee may include items marked 'for unanimous consent', which will signify that the item(s) so marked will be expected to pass without discussion. Any member may request that such items are listed for discussion prior to them being decided.
- (iii) At Ordinary Meetings Supplementary Agenda Items may be taken at the discretion of the Chair. Except in cases of urgency, due prior notice should be given of such supplementary agenda items. Supplementary Agenda Items may not be taken at Special Meetings, at which only the business for which the meeting has been convened may be transacted.
- (iv) Agendas and papers for, and minutes of, any meeting relating to the Council's Reserved Items of Business shall be kept separate from Unreserved Items of Business and

circulated in confidence only to those members entitled to receive them as determined by the Chair of the Council.

B9.4 Special meetings

In between Ordinary Meetings, a Special Meeting of the Council or a Standing Committee may be convened by the Chair. Other members may request that a Special Meeting be convened by writing to the Chair or the College Secretary or relevant Council Committee Secretary provided that the request is signed by no less than one-third of the members of the Council/Standing Committee. The meeting shall be held no sooner than 10 days and within 21 days from the date of receipt of the request by the College Secretary/Committee Secretary (the Secretary). The Secretary shall notify all members of the date, time and venue of any special meeting. No business shall be transacted at a Special Meeting except that for which it has been convened.

B9.5 Voting

- (i) Voting at Ordinary Meetings and Special Meetings of the Council and Standing Committees shall normally be by show of hands of those present. The votes of the majority shall decide, subject to Ordinance B9.5(iii) and B9.5(iv). When equal numbers of votes are cast, the Chair shall have a casting vote.
- (ii) If a count takes place, the number of votes cast shall be recorded in the minutes of the meeting. Electronic voting will be allowed in particular circumstances including (but not limited to) by email.
- (iii) Notwithstanding the terms of Ordinance B9.5(i), where a resolution of the Council or one of its Standing Committees is put to the vote (including a vote where electronic voting is allowed) at an Ordinary Meeting or a Special Meeting, the resolution shall only be passed where there is a simple majority of those voting in favour of the resolution and, in the case of the Council, where there is also a simple majority amongst the Independent Members present voting in favour of the resolution.
- (iv) Furthermore, where the resolution before the Council concerns a Special Resolution, or the making, ratification, revocation or amendment of an Ordinance, in the event of a vote being taken, for the resolution to be carried, two-thirds of the membership voting in support of the proposal shall be required, including a simple majority amongst the Independent Members present, in accordance with Article 1 of the Charter.
- (v) The Council and its Standing Committees may conduct its business by correspondence (including by email) at the discretion of the Chair, who may order that a proposal and its relevant documentation be circulated to all members of the Council/Standing Committee. A resolution of the Council or its Standing Committees which is approved in whole by email or in part in writing and by email shall be as valid and effectual as if it had been passed at a meeting of the Council or its Standing Committees, provided the following conditions are complied with:
 - a) With respect to the Council, such a resolution must be approved by email by all members of Council, except for any member who has signed a resolution in writing in like form or who would not have been entitled to vote upon the resolution if it had been proposed at a meeting at which he or she was present (whether as a result of a conflict of interest or otherwise);
 - b) With respect to a Standing Committee, such a resolution must be approved by a simple majority of the Committee;
 - c) Responses to the proposed resolution must be received by the College Secretary/Committee Secretary as appropriate within the deadline specified by the Secretary;

- d) Approval from a member must be sent from an email address previously notified by that member in person to the College Secretary/Committee Secretary as intended for use by that member for the purpose of sending such email confirmations;
 - e) Following approval of the resolution under B9.5(v)a) or B9.5(v)b) as appropriate, the College Secretary/Committee Secretary shall circulate a further email to all members confirming that the resolution has been formally approved by the Council/Standing Committee in accordance with the terms of this Ordinance B9; and
 - f) The date of a resolution shall be the date of the email from the College
- (vi) A Committee may, at an Ordinary meeting, suspend or amend a Standing Order provided that the suspension or amendment does not conflict with the Statutes or Ordinances and that the suspension or amendment is approved by two-thirds of those members present and voting.

B9.6 Attendance at meetings

- (i) There are three categories of attendance at Ordinary Meetings and Special Meetings of Council and Standing Committees:
 - (a) Duly appointed members who are entitled to attend all meetings.
 - (b) Officers of the College who are entitled, at the Chair's discretion, to attend all or part of meetings regularly, occasionally or on a one-off basis, but are not permitted to vote.
 - (c) Other individuals who are entitled, in appropriate circumstances, at the Chair's discretion, to attend all or part of meetings regularly, occasionally or on a one-off basis, but are not permitted to vote.
- (ii) Any member who is absent from Council or Standing Committee meetings for twelve consecutive calendar months shall cease to be a member of Council or that Committee unless the Council or that Committee decides otherwise.

B9.7 Order and Conduct of Debate

- (i) The Chair of the meeting shall be responsible for the orderly conduct of debate in accordance with the principles set out in this Ordinance. The Chair has discretion to alter the order of business in an ordinary meeting to permit discussion of additional items of business not indicated on an agenda, and otherwise conduct the business of the meeting.
- (ii) Any formal proposal or recommendation which appears on the agenda or in a paper submitted to the meeting shall be put to the meeting for agreement unless deferral of consideration is agreed.
- (iii) No proposal or motion proposed during the course of a meeting shall be put to the meeting for resolution without the approval of the Chair.
- (iv) When an amendment to a proposal or motion has been moved and seconded, no further amendment shall be moved until the first amendment has been carried or defeated. If an amendment is carried, the proposal or motion as amended shall be considered in place of the original proposal or motion and shall become the proposal or motion to which any further amendments may be moved.
- (v) In between Ordinary Meetings of the Committee, the Chair of a Standing Committee of Council (or a Vice-Chair in the Chair's absence) may take action on behalf of that

Committee in matters which, in the Chair's opinion, are urgent or non-contentious, and shall report such actions to the next meeting of the Committee for confirmation.

B9.8 Minutes

- (i) Minutes of every meeting of the Council and its Standing Committees shall be kept by the College Secretary/Standing Committee Secretary, taking into account the need to maintain a separate record of Reserved Items of Business under Ordinance B9.3(iv). The College Secretary/Committee Secretary shall be responsible for maintaining a master file of all Minutes and Papers and subsequently archiving them. In discharging these functions, the Secretary shall conform to such standards and requirements as may be established.
- (ii) The Secretary shall circulate the unconfirmed minutes to all members as soon as reasonably practical after each meeting, subject to the provisions of Ordinance B9.3(iv) relating to minutes of Reserved Items of Business.
- (iii) The minutes of each meeting shall, after confirmation, and subject to appropriate redactions, be published on the College Secretariat's web page as soon as practicable following the meeting at which they are confirmed.

C. Academic

C1 Degrees, Diplomas and Certificates awarded by the University

The Academic Board, on behalf of the Council, shall determine the academic degrees, diplomas, certificates and other awards (excluding honorary awards under Ordinance C2) awarded by the College and shall maintain a list of the same.

C2 Honorary Degrees and Fellowships of King's College London

The criteria governing the nominations for and the award of Honorary Degrees, and Fellowships of King's College London shall be determined by the Council on advice from the Fellowships and Honorary Degrees Committee, a Standing Committee of the Council.

C2.1 Nominations

Nominations for Honorary Degrees and Fellowships of the College will only be accepted from individuals who are Members of the College (in the sense of Ordinance B2).

C2.2 Honorary Degrees

Honorary Degrees of King's College London shall be awarded to exceptional and eminent individuals who are recognised nationally or internationally for their achievements and whose actions reflect and reinforce King's values and aspirations. The number of Honorary Degrees awarded by the College in any one calendar year shall not normally exceed five.

C2.3 Fellowship

The Fellowship of King's College London (FKC) shall be awarded to individuals who have or who 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 or they may be individuals who have not had a relationship with King's but whose activities and accomplishments align with King's activities, aspirations and values and with who a continuing relationship would be welcome. The number of Fellowships awarded by the College in any one calendar year shall not normally exceed ten.

C2.4 Relationship between awards

The awards of the Honorary Degree of King's College London and the Fellowship of King's College London are not mutually exclusive, although instances where both awards are made to the same individual are expected to be rare.

D. Finance

D1 Financial Matters

There shall be Financial Regulations, approval of which has been delegated to the Finance Committee by the Council, which will govern the arrangements for the proper management of the University's finances and financial affairs, assets, monies and resources irrespective of source of funding. Such arrangements may be supplemented by Procedures issued by the University. The Regulations shall:

- reflect the University's Financial Memorandum with the Office for Students (OfS) and other Regulatory Bodies which may provide funding;
- be compliant with all established legal requirements as from time to time in force;
- support the continuation of the University's charitable status; and
- reflect and keep abreast of contemporary good practice across the Higher Education sector and like industry sectors.

E. Staff

E1 Appointment and Dismissal of the Vice-Chancellor and President

The Council shall establish a Procedure for the Appointment of the Vice-Chancellor and President.

The Procedure shall provide for the membership, composition and terms of reference of a Search and Appointment Panel to be chaired by the Chair of the Council. Equally the Procedure shall provide for such external representation on the Panel as the Council may deem necessary. Where it would be impractical to wait until the next available meeting of the Council to seek the Council's approval of the Procedure, the Chair of the Council will ensure that the Procedure is circulated to Council members for their approval in accordance with Ordinance B9.5(v).

The Vice-Chancellor and President shall resign by giving written notification to the Chair of the Council.

The Council shall establish a procedure for the suspension and /or dismissal of the Vice-Chancellor and President on the recommendation of the Chair of the Council, who will also give effect to the procedure on behalf of Council. The procedure shall conform to the provisions of the Vice-Chancellor and President's contract of employment, current employment legislation and other such dismissal procedures as defined and operating within the College.

In the event that the office of Vice-Chancellor and President is vacant or in the event of a prolonged absence or incapacity of the Vice-Chancellor and President, the Chair of Council may make an acting appointment to be confirmed by the Council at the first opportunity, in accordance with Statute 12.

E2 Appointment and Dismissal of the College Secretary

The College shall establish a Procedure for the Appointment of a College Secretary who shall be the Secretary to the Council, on the recommendation of the Vice-Chancellor and President.

The Procedure shall provide for the membership, composition and terms of reference of a Search and Appointment Panel.

The College Secretary shall resign by giving written notification to the Chair of the Council and the Vice-Chancellor and President.

The Council shall establish a Procedure for the Suspension and/or Dismissal of the College Secretary on the recommendation of the Vice-Chancellor and President, who shall also give effect to the Procedure. The Procedure shall conform to the provisions of the College Secretary's contract of employment, current employment legislation and to such other dismissal procedures as are defined and operating within the College.

E3 Appointment and Dismissal of the Dean

The University shall establish a procedure for the appointment of a Dean on the recommendation of the Vice-Chancellor and President. The Dean shall be an ordained minister of the Church of England.

The procedure shall provide for the membership and composition of the search and appointment panel.

The Dean shall resign by giving written notification to the Vice-Chancellor and President.

The Council shall establish a procedure for the suspension and/or dismissal of the Dean in the capacity as Dean on the recommendation of the Vice-Chancellor and President, who shall also give effect to the procedure. The procedure shall conform to the provisions of the Dean's contract of employment, current employment legislation and such other dismissal procedures as are defined and operating within the College from time to time.

E3.1 Role of the Dean

The Dean shall be responsible for ensuring that the University builds upon the Anglican tradition associated with its foundation and, in recognition of the multi-ethnic and international nature of its community, encourages and supports all its members of all beliefs and backgrounds (as required by the Charter, Article 3(1)).

The Dean shall have a role in the provision of pastoral care for the University's diverse community, especially through the work of the College Chaplaincy.

The functions of The Dean shall include the following:

- overall responsibility for the College Chaplaincy team and for the religious and spiritual life of the University;
- the academic directorship of the Associateship of King's College London (AKC);
- the promotion of harmony amongst the student and staff bodies of all beliefs and faiths; and
- liaising with external religious and faith organisations and groups.

In performing these duties, The Dean will be responsible to the Vice-Chancellor and President.

E4 Appointment, dismissal and promotion of other staff

Except as provided for those staff specified in Ordinances E1-E3, the Vice-Chancellor and President and those authorised by them shall appoint, promote and dismiss staff as they consider necessary for the effective running of the University, and shall exercise all other powers of the Council over staffing matters, subject to the provisions of the Charter and Statutes, the Ordinances, the University's Regulations, policies and procedures currently in force, and relevant legislation.

E4.1 Procedures for Staff Promotions

There shall be procedures for members of the academic staff of the University to achieve promotions, or their equivalent. Such procedures shall reflect acknowledged good practice across the Higher Education and related Sectors and shall comply with relevant legislation as from time to time amended including those related to equality and diversity.

E5 Dismissal, Grievance Procedures and Related Matters for Academic Staff

In relation to the University's academic staff, the University shall ensure that there are Regulations in place for:

- (i) the handling of disciplinary cases, including the dismissal of members of academic staff by reason of misconduct and for appeals against disciplinary action;
- (ii) the dismissal of members of academic staff by reason of redundancy and appeals against such dismissals;
- (iii) the dismissal of a member of academic staff (following confirmation in post after his or her probationary period) by reason of unsatisfactory performance and appeals against such dismissals;
- (iv) the review of performance and progress of academic staff during any probationary period to which their appointment is subject, and for the dismissal of such staff during or at the end of the probationary period in the event of unsatisfactory progress or performance;
- (v) the dismissal of members of academic staff on the grounds of ill health or medical incapacity and appeals against such dismissals;
- (vi) the dismissal of members of academic staff employed on limited term contracts on the expiry or termination of such contracts without renewal or extension or the offer of an indefinite contract;
- (vii) the dismissal of clinical academic staff who are required to work in clinical work or activities, and for that purpose to be registered with the General Medical or Dental Council or similar body and/or to have an honorary or substantive contract or status with a National Health Service Trust or similar body, or such other similar staff as may be prescribed by the Regulation, in circumstances where the registration, contract or status referred to above is terminated, withdrawn or revoked or for the suspension of such members of staff from employment with the College (without pay whether registration, contract or status has been suspended as a substantive disciplinary measure) where the registration, contract or status referred to above is suspended;
- (viii) the dismissal of members of academic staff for any reason other than those specified in (i) to (vii) above;
- (ix) the handling of grievances raised by members of academic staff.

In determining the procedures to be adopted under paragraph 1, the University shall apply the following guiding principles:

- (x) that academic staff should have freedom (subject to (ii) below) within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges;

- (xi) that the University should be enabled to provide education, promote learning and engage in research efficiently and economically; and
- (xii) that the principles of justice and fairness should be applied.

Any Regulation made under this section shall be construed in every case to give effect to the guiding principles in paragraph 2.

For the avoidance of doubt, any procedure adopted by the University for the dismissal of academic staff by reason of redundancy shall not apply to a member of academic staff whose appointment was made, or contract of employment entered into, on or before 19 November 1987, and who has not been promoted after that date.

Disciplinary Procedures

Any Regulation adopted by the University for dealing with the disciplining of academic staff, or their dismissal, by reason of misconduct shall:

- (i) make provision for minor offences to be dealt with informally, where appropriate;
- (ii) provide for less serious matters to be dealt with by warnings following a fair and appropriate procedure and for a member of academic staff to appeal against the imposition of a warning to a designated person;
- (iii) in respect of cases which may result in dismissal, provide for:
 - the suspension, on full pay, of the member of academic staff by the Vice-Chancellor, Vice Principals, College Secretary and the Director of Human Resources or their nominees pending an investigation or hearing;
 - complaints to be investigated and to be dismissed where they are found to be without substance;
 - a hearing, before a Panel with a composition prescribed by Regulation, prior to which the member of staff against whom the complaint is being made shall have been informed of the complaint and at which the member of staff shall be entitled to be present, to hear the evidence, to call relevant witnesses, and to question witnesses (but provision may be made for witnesses in appropriate cases to give their evidence behind a screen or from another room or place and for questions to be asked only by a representative);
 - for appropriate penalties, including warnings, and for summary dismissal without notice in cases of gross misconduct.
- (iv) provide for the member of academic staff to be represented by a work colleague or trade union representative at any formal hearing under this procedure.
- (v) provide for a right to appeal against the finding of, or a penalty imposed, by a Panel constituted under (iii) above. An appeal should not take the form of a re-hearing of the evidence (unless the Chair of the Appeal Panel determines, in its absolute discretion, that this is necessary to dispose fairly of the appeal) and witnesses may be called only with the Chair of the Appeal Panel's permission.

Incapacity on Health Grounds

Any Regulation in respect of dismissal of a member of academic staff on the grounds of ill-health and medical incapacity shall provide:

- (i) that a member of academic staff shall have the right to a hearing before any decision is taken to terminate his/her employment on the grounds of ill-health or medical incapacity;
- (ii) for the right to appeal against dismissal on the grounds of ill-health or medical incapacity to a Panel, whose composition shall be prescribed by Regulation;
- (iii) for the member of academic staff to be entitled to be represented by a work colleague or trade union representative at any formal hearing under this procedure.

Redundancy Dismissals

Any Regulation adopted in relation to the dismissal of members of academic staff by reason of redundancy shall provide:

- (i) for the consultation of members of academic staff at risk of dismissal by redundancy;
- (ii) for consultation, where required by law, with the trade union representatives of members of academic staff at risk of dismissal by redundancy;
- (iii) for the selection (as necessary) of members of academic staff to be dismissed by reason of redundancy;
- (iv) for members of academic staff to have the right to a meeting prior to any decision to terminate their employment by reason of redundancy;
- (v) for members of academic staff who are selected for dismissal by reason of redundancy to appeal to a Panel whose composition shall be prescribed by the Regulation;
- (vi) for the member of academic staff to be represented by a work colleague or trade union representative at any formal hearing under this procedure.

Grievance Procedure

Any Regulation adopted by the University for dealing with grievances raised by members of academic staff shall provide for:

- (i) the informal resolution of complaints wherever possible, including the use of conciliation (which may include mediation);
- (ii) a formal stage for the investigation and determination of complaints that cannot be resolved (or are inappropriate to resolve) informally;
- (iii) for complaints to be dismissed under the formal stage on the grounds that they are trivial, frivolous, vexatious or otherwise without substance;
- (iv) a final appeal stage to be heard before a Panel whose composition shall be prescribed in the Regulation against the decision taken on the grievance

under the formal stage, (including, where relevant, a decision to dismiss the complaint under paragraph (iii) above);

- (v) for the complainant to be entitled to be assisted by a work colleague or a trade union representative at any stage.

E6 Research Misconduct

- 6.1 King's College London is committed to maintaining the highest standards of integrity and probity in the conduct of research, by both its staff and students. To that end, the University will have in place policies setting out its expectations regarding research integrity and good research conduct in order to ensure that research and the dissemination of the results of research are conducted properly.
- 6.2 An allegation of research misconduct is serious and potentially defamatory and could lead to disciplinary and legal proceedings. The University will have in place a procedure to ensure the exercise of due diligence in dealing with allegations of research misconduct. This should not be confused with the standard disciplinary procedure, although that may be a potential outcome.
- 6.3 The procedures adopted under this Ordinance shall apply (regardless of when the alleged research misconduct occurred):
- 6.3.1 to all persons engaged in research under the auspices of the University, whether solely or in conjunction with the others in the University or any third party, including without limitation:
- (a) current and former employees of the University;
 - (b) visiting researchers of the University; and
 - (c) current and former students of the University.
- 6.3.2 in respect of all allegations of research misconduct, including, where an individual holds an honorary NHS contract or carries out duties in respect of NHS activities, research conducted on NHS premises or otherwise under the auspices of the NHS or involving patient related material, data or facilities.
- 6.4 The University's disciplinary and grievance procedures may apply to all proven allegations of research misconduct by members of academic and research staff. Proven misconduct in research by students, as with other instances of misconduct by students, should be dealt with under the relevant student disciplinary procedures.
- 6.5 Any procedure adopted under this Ordinance shall:
- 6.5.1 define exactly what is understood by 'research' and 'research misconduct', taking into account current national standards, guidance and concepts of best practice, which shall include:
- fabrication
 - falsification
 - misrepresentation of data and/or interests and or involvement

- plagiarism
 - failures to follow accepted procedures or to exercise due care in carrying out responsibilities for avoiding unreasonable risk or harm to: humans; animals used in research; and the proper handling of privileged or private information on individuals collected during the research.
- 6.5.2 allocate overall responsibility for the integrity of the procedure to a named individual, currently the College Secretary;
- 6.5.3 provide for the disclosure and preservation of evidence relevant to the allegation;
- 6.5.4 provide for co-operation with any relevant NHS authority in relation to the investigation of any allegation of research misconduct;
- 6.5.5 provide for allegations of research misconduct to be treated in a confidential manner;
- 6.5.6 provide information about the stages of a research misconduct investigation. This will include, at the outset of such a process provision for the respondent to the allegation to be notified of it and given the opportunity to respond to the allegations before any decisions are reached;
- 6.5.7 provide for action to be taken against any individual who is found to have made a malicious or mischievous allegation of research misconduct;
- 6.5.8 provide for the protection from victimisation of individuals making allegations in good faith.
- 6.6 Any investigation carried out under the procedure shall:
- 6.6.1 be carried out according to the principles of fairness, confidentiality, integrity, protection from detriment, and balance.
- 6.6.2 be carried out as fully, fairly and expeditiously as possible.

F. Students

F1. Students of the University

Student membership of the University shall be granted to those individuals who have been formally registered for an approved programme of study and who have paid or have had paid on their behalf all due fees and subscriptions. In formally registering with the University students undertake to abide by the University's Regulations. The Vice-Chancellor and President may confer student status on appropriate individuals as they may deem fit and shall report any such actions to the Academic Board.

Any student of the University may through lack of academic progress, misconduct or debt have their status as a student of the University suspended or terminated. Any student who has their student status suspended or terminated shall forfeit all rights and benefits as a student member of the University for a specified period or permanently.

F2. Code of Student Conduct

Students of the University shall conduct themselves in an appropriate manner which conforms with all established norms of good behaviour as defined by the Common Law and the authority of the University.

The University, through its Regulations, seeks to regulate students' behaviour as students of the University in order to secure the proper working of the University in the broadest sense. The University shall have a disciplinary authority derived from its Charter and Statutes and from the student's membership of the University, which obliges the student to subscribe to the rules and the instructions for the time being in force. Therefore, the University may exercise disciplinary jurisdiction over its student members, in accordance with three broad principles:

- the University is a community whose members work together and may live together in a University residence. This requires certain standards of behaviour. It also places obligations on the University which owes a duty of care and responsibility to the members of this community
- the University is an institution dedicated to the observance of standards, values and obligations
- the University is entitled to defend the integrity of these standards, values and obligations and to protect its world-wide reputation.

The University shall establish a framework of regulations concerning students which shall include the following:

- general regulations
- academic progress
- fitness for registration and practise
- misconduct regulations
- Vice-Chancellor and President's emergency powers process
- Student complaints.

F3. Constitution of the King's College London Students' Union

There shall be a constitution for the governance and regulation of the affairs and actions of the King's College London Students' Union. This constitution and all changes and additions thereto shall require the formal approval of the College Council.

Ordinance Appendix A:

Regulations

This appendix lists Regulations made by the Council or such other authority as delegated by the Council in accordance with the Charter and Statutes:

An annual report of decisions taken as the Council's delegate shall normally be made by each body to whom authority has been delegated under this Ordinance Appendix.

Regulations approved by the Vice-Chancellor and President, normally advised by the Vice-Chancellor's executive.

- [Regulation Pertaining to Incapacity on Health Grounds](#)
- [Regulation Pertaining to Disciplinary and Related Procedures for Academic Staff](#)
- [Regulation Relating to Capability Procedure for Academic Staff](#)
- [Regulation Pertaining to the Grievance Procedure for Academic Staff](#)
- [Regulation Pertaining to Clinical Staff – Termination, Withdrawal, Revocation or Suspension of Registration, Contract or Status](#)
- [Regulation Pertaining to Redundancy Procedure for Academic Staff](#)
- [Regulation Pertaining to Dismissal on Grounds Not Covered by Other Specific Regulations](#)
- [Regulations Relating to Probation for Academic Staff](#)

Regulations approved by the Academic Board

- [Academic Regulations](#)
- [General Regulations](#)
- [Regulations Concerning Students](#)

Regulations approved by Finance Committee

- [Financial Regulations](#)

Ordinance Appendix B:

Terms of Reference of Council Standing Committees and Subcommittees

ACADEMIC BOARD

1. Authority

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

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

2. Powers and Duties

The powers and duties of the Academic Board include the following:

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

- 2.9 Annex 1 provides an index of issues dealt with by the Academic Board and indicates whether individual items are recommended to Council for approval, approved by the Board, or are approved by a Committee of the Board through delegation from the Board.

3. Composition

Chair

- 3.1 The President and Vice-Chancellor shall chair the Academic Board.
- 3.2 The Chair shall appoint a Deputy Chair to act in their absence from amongst the members of the Board.

Ex-officio members

- 3.3 The Senior Vice Presidents (Academic, Health & Life Sciences); Vice Presidents (Education & Student Success, Research & Innovation, International, Engagement and Service), Executive Deans, President and Education Vice Presidents of the King's College London Students' Union, the Executive Director of CIEL, the Dean for Doctoral Studies, and The Dean shall be ex-officio members of the Academic Board.

Elected Staff Members

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

- 3.4 Forty-five academic staff members shall be elected by and from among the academic staff of the University with the number of seats assigned to each faculty determined by the Academic Board. Seats shall be allocated proportionally based on the number of academic staff in each faculty, but no faculty shall have fewer than three seats. Three academic staff members on contracts which include teaching from each faculty (and four in the case of larger faculties) will be elected by and from the academic staff members on contracts which include teaching in that faculty. One of the seats assigned to each faculty shall be reserved for an academic leadership team member (Head of Department or equivalent tier 2/tier 3 role, depending on faculty structure). will be elected from each faculty by the whole staff of the faculty. Each faculty will determine its own academic leadership team head of department equivalent list of eligible nominees and the seat may only be filled by an eligible candidate from that list.
- 3.5 Three staff members on contracts which include teaching from the Centre for International Education & Languages (CIEL) will be elected by and from the staff members on contracts which include teaching in CIEL. One of the three seats will be held by a Head of Department or equivalent from the list of eligible nominees as determined by CIEL.
- 3.6 Three members of professional staff, one each from education support, research support and service support will be elected by and from the professional staff.
- ~~3.7 One member of the academic staff on research-only contracts will be elected by and from the academic staff on research-only contracts of the health faculties and one of the academic staff on research-only contracts will be elected by and from the academic staff on research-only contracts of the arts & sciences faculties.~~

Elected Student members

- ~~3.3.7~~ 3.7 One student shall be elected by and from the students registered within each Faculty, the nine positions to be split equally between undergraduate, postgraduate taught and postgraduate research students.

4. Frequency of Meetings

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

5. Meeting Content and Style

- 5.1 The meeting style will be facilitative and discussion focused. The Academic Board will use a range of engagement processes such as workshops and other types of interactive methods to gather the views of the University community.
- 5.2 The agenda shall be set by the Chair, supported by the College Secretary. Members of the Academic Board are able to suggest issues for the agenda. They are also able to require that an item be considered subject to the following criteria and authority:
 - (i) It is supported by at least 10% of the membership of the Academic Board.
 - (ii) It is received by the Secretariat six weeks prior to the date of the meeting at which the members seek to have the item discussed.
 - (iii) It is within the terms of reference of the Board or one of its standing committees, and if it falls within the terms of reference of a standing committee it is referred to that committee for initial discussion rather than directly to the Board.
 - (iv) Prioritisation of placement on the Agenda for such items will be determined by the Academic Board Operations Committee in the event that more requests are submitted than can be managed in a meeting alongside other necessary business.
 - (v) A decision regarding the pertinence of particular criteria to a proposed item lies with the Vice-Chancellor. If such a decision were challenged the Academic Board Operations Committee would be consulted for a resolution.
- 5.3 Papers will be succinct and items presented in a style that provides maximum time for debate and input from members.

6. Reporting Procedures

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

7. Terms of Membership

- 7.1 Elected Staff Members of Academic Board shall normally serve a three-year term ending on 31 July. Memberships that begin after the first meeting of the academic year shall be extended beyond three years to end on the 31 July in the fourth year of appointment. Elected Staff Members are eligible for a further single three-year term after which they must wait for 12 months before they may stand again.
- 7.2 Elected Student Members of Academic Board are eligible to be re-elected for a maximum of three consecutive one-year terms.

8. Attendance

- 8.1 Only members of the Academic Board have the right to attend Board meetings. However, other individuals and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 8.2 Members who fail to attend three consecutive meetings will be required to demonstrate good cause for an absence; members who fail to attend meetings for six consecutive calendar months without good cause found acceptable by the Chair of the Board will be deemed to have resigned.

9. Subcommittees of Academic Board

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

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

Ordinance Appendix B Academic Board Terms of Reference Annex 1

Academic Decision Authority Index

All authority set out below, other than that listed for Council, has been delegated to Academic Board and remains a power of the Board. This index shows the current operational delegation agreed by the Board.

Academic Board Power and Duty 1 – Academic quality and standards of awards

Issue	Recommend	Recommend	Approve
Academic policy	-	CEC	Academic Board
Annual Quality Assurance and other reports to the Regulator	CEC or other standing committee as relevant	Academic Board	Council
Credit Framework	-	CEC	Academic Board
Assessment process, external examiner appointment	ASSC	CEC	Academic Board
Cross-University education operational actions	ASSC	CEC	Academic Board
External Peer appointment	-	-	CEC
International Partnership agreements – including risk management & due diligence	-	-	CEC Partnership Committee
Local education operational actions			Faculty

Academic Board Power and Duty 2 – Academic advice to Council and the executive

Issue	Recommend	Recommend	Approve
University overarching strategy	Vice-Chancellor	Academic Board	Council
Constitute or dissolve faculties	Vice-Chancellor	Academic Board	Council
Composition of faculties	-	Faculty	Vice-Chancellor
Education strategy implementation, policy	-	CEC	Academic Board
Research strategy implementation, policy	-	CRC	Academic Board
International strategy implementation, policy	-	CEC Vice-Deans International, Engagement & Service (VD IES Network))	Academic Board
London strategy implementation, policy	-	CEC VD IES Network	Academic Board
Service strategy implementation, policy	-	CEC VD IES Network	Academic Board
KCL/KCLSU Relationship Agreement	-	CEC	Academic Board
Academic Year dates	-	CEC	Academic Board

Academic Board Power and Duty 3 – Awarding degrees, diplomas and certificates

Issue	Recommend	Recommend	Approve
Individual student awards	-		Assess. Boards
Elect AKCs	-	The Dean	Academic Board

Academic Board Power and Duty 4 – Approving award titles and programmes

Issue	Recommend	Recommend	Approve
New programmes & major programme amendments	PDASC	CEC	Academic Board
Validation of programmes delivered elsewhere	-	CEC	Academic Board
Minor Modifications to Programmes and Modules	-	PDASC	CEC

Academic Board Power and Duty 5 – Promoting research and innovation

Issue	Recommend	Recommend	Approve
Research quality assurance processes and regulations	-	CRC	Academic Board
Research governance, ethics and integrity processes	-	CRC	Academic Board
REF submission	-	-	CRC

Academic Board Power and Duty 6 – Establishing committees and delegation limits

Issue	Recommend	Recommend	Approve
Academic Board terms of reference & composition	ABOC	Academic Board	Council
Council Membership election process	ABOC	Academic Board	Council
AB Committee terms of reference	ABOC	Academic Board	Council
Academic Board election & appointment process	ABOC	Academic Board	Council
AB Committee election/appointment process	-	ABOC	Academic Board
Delegations of Academic Board's authority	-	ABOC	Academic Board
Academic Board functioning policies and procedures	-	ABOC	Academic Board
Annual Schedule of Academic Board business	-	ABOC	Academic Board
Academic Board effectiveness review processes	-	ABOC	Academic Board

Academic Board Power and Duty 7 – Regulating academic misconduct and student discipline

Issue	Recommend	Recommend	Approve
Academic misconduct and student discipline regulations	ASSC	CEC	Academic Board

Academic Board Power and Duty 8 – Approving, amending and revoking academic regulations

Issue	Recommend	Recommend	Approve
Approve academic & library regulations	ASSC	CEC	Academic Board
Research Regulations	ASSC	CRC	Academic Board

Education Governance Review

Executive Summary

In tandem with the five-year comprehensive governance review commissioned by Council, the College Education Committee has conducted an education governance review that has resulted in recommendations for amendments to subcommittee structures and delegations.

The key issues to be addressed by these changes are:

- Ensuring that there is a clear line of sight to OfS ongoing conditions of registration from subcommittee terms of reference and ways of working.
- Improving the ability of the College Education Committee and its subcommittees to provide academic quality assurance for all taught programmes of the university
- Strengthening the oversight of programme approval/modifications to ensure that we continue to adhere to the principles established in the Portfolio Simplification Programme
- Improving support for and oversight of issues concerning student experience by bringing them together under a new subcommittee which can provide focus.
- Improving the effectiveness of the College Education Committee which currently is too large and has too wide a remit.
- Acknowledging the role of the Education Executive in the application of policy and the approval of procedures.
- Clarifying the management committees vs the governance committees and where approvals reside.

The diagram in Appendix 1 shows the new structure which includes:

- Creating a new Quality Assurance & Enhancement Subcommittee from the existing Collaborative Provision Subcommittee (CPS) and moving some of the responsibilities of the CPS to the Programme Development & Approval Subcommittee
- Strengthening of the Programme Development & Approval Subcommittee which will have reported to it any aspect of programme approval/modification
- Creating a new Student Experience Subcommittee
- Creating standard terms of reference for Faculty Education Committees
- Retitling the Academic Standards Subcommittee to the Assessment & Regulatory Oversight Subcommittee

The overall intent is to more accurately map education governance across the university based on recognised structures within our institutional architecture. CEC is a committee of AB, and FEC's are committees of CEC. Faculty level decision making processes and mechanisms differ according to size of faculty etc., and need to be respected. Nonetheless, it is important that faculty governance frameworks align with the CEC and thus a standardised terms of reference for FEC's has been created. There is further work to be done with respect to Faculty Assessment Boards and Assessment Sub-Boards (following a move to ratifying results by Assessment Sub-Boards in 2019/20, of which no review has since been undertaken). This work will be carried out in 2024-25 for action in 2025-2026.

1. Background

- 1.1 The College Council undertook an AdvanceHE governance review in 2023 in accordance with provisions of the College Ordinances. Ahead of the findings of this review, College Education Committee approved at its meeting on 4th October 2023, a Schedule of Business that included an education governance review to be undertaken (CEC-23-10-04-06), which would take account of the findings from the AdvanceHE review.
- 1.2 The Academic Director (King's Academy), Strategic Director (Education and Students), the Associate Director of Academic Regulations, Quality and Standards, and more recently the Director of Academic Quality, have been reviewing the existing governance structure relating to education, consulting with the Heads of Collaborative Provision, Academic Policy, Education Governance, Quality Assurance (Assessment) and Quality Assurance (External Moderation), before submitting to Education Executive at its March 2024 meeting a draft proposal². The proposal was endorsed to proceed to College Education Committee and

Academic Board.

- 1.3 This paper provides an outline of the proposed new governance structure, noting the findings from the review completed, impact on the College Education Committee, with proposed change of title and revisions to the terms of reference, for discussion.

2. Proposal

- 2.1 It is proposed that the current education governance structure is revised and strengthened by incorporating the following changes:
- 2.1.1 Each sub-committee lays out clearly the Office for Students ongoing conditions of registration that the sub-committee will have oversight of.
 - 2.1.2 A new sub-committee relating to student experience is introduced, which will have oversight of matters pertaining to student surveys, Access and Participation Plan, Careers and Employability, global mobility, and experience of students whose programme(s) are deemed to be related to flying faculty or branch campuses.
 - 2.1.3 Reimagine the existing Collaborative Provision Subcommittee, by expanding its remit to include quality assurance matters such as annual monitoring, periodic programme reviews, etc., for all programmes of the University. The proposed new sub-committee that will govern this area of work will be titled Quality Assurance and Enhancement Sub-Committee. The aspect of the existing committee that has activity relating to approving activity schedules, considering new validated provision, approving Memorandum of Agreements, renewing taught programme activity, and monitoring published information of programmes with collaborative activity will move to the Programme Development and Approval Sub-Committee – whose remit is oversight of the University's taught curriculum and compliance with the [Competition and Markets Authority](#) guidance, so is better placed at this subcommittee.
 - 2.1.4 Postgraduate Research (PGR) collaborative activity will continue to report into the reimagined Collaborative Provision Sub-Committee, but all other quality assurance aspects for PGR remain the responsibility of the Postgraduate Research Students Sub-Committee, reporting into College Research Committee.
 - 2.1.5 The Programme Development and Approval Sub-Committee will be strengthened by having any aspect of programme approval/modification reporting to the sub-committee. This includes any renewal activity associated with the programme, such as periodic programme review and renewal of partnership agreements. For periodic programme review reports, this sub-committee will have responsibility for re-approving programmes, while the Quality Assurance and Enhancement Sub-Committee will have responsibility for the oversight of process, monitoring of actions and reporting upwards to College Education Committee.
 - 2.1.6 The Quality Assurance and Enhancement Sub-Committee will have oversight of those quality assurance remits that College Education Committee is currently responsible for e.g., oversight of Continuous Enhancement Review reports, Periodic Programme Review reports, Professional, Statutory and Regulatory Body reports, and Degree Apprenticeships. This will strengthen the governance arrangements for quality assurance, as this sub-committee will have the time to deliberate on these matters that College Education Committee currently does not have.
 - 2.1.7 Retitle the Academic Standards Sub-Committee to the Assessment and Regulatory Oversight Sub-Committee, to make it clearer what the remit of the sub-committee is.
- 2.2 A revised structure can be found in appendix one, along with proposed Terms of Reference and membership.
- 2.3 At its discussion in March, Education Executive agreed that a review should be undertaken of faculty education governance and therefore Terms of Reference and membership for Faculty Education Committees are proposed for 2024/25 in appendix two. However, a wider review of the University's assessment board structure needs to take place, following the introduction in 2020 of single tier approval of results and ratification of awards. As this will be a longer review, with consultation, any proposed changes to the assessment board structure will be proposed for the 2025/26 academic year.

3. Findings

3.1 In deliberating the above proposal, it was considered that:

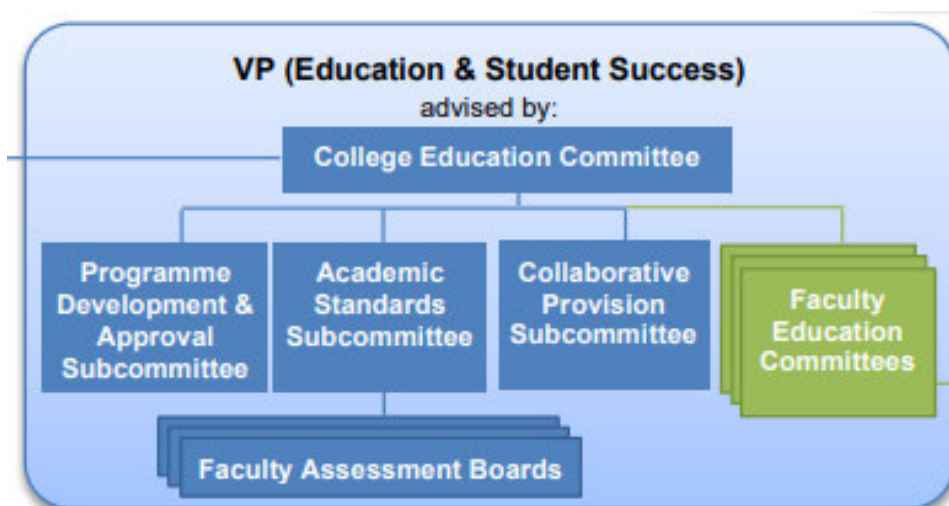
- 3.1.1 College Education Committee and all its sub-committees could benefit from a review as the last review completed was in 2018/19 and the sector has moved on since then.
- 3.1.2 College Education Committee has too large a remit and is unable to adequately cover all that it is required to do in an efficient manner.
- 3.1.3 Following King's becoming a formal University, consideration was had on removing "College" from the title of all sub-committees which currently use that title. While "College" could be replaced with "University" it was felt this wasn't necessarily as there would still be differentiation from faculties as they use the title "Faculty Education Committee".
- 3.1.3 It is not clear in the existing structure where responsibility lies for the ongoing conditions of registration of the Office for Students, and it was felt that the governance structure needs to be strengthened to ensure these are clearly signposted and covered.
- 3.1.4 The AdvanceHE report found the governance of the University 'to be effective, but with an opportunity to continue its trajectory of improvement, characterized by Council as moving "from good to great"'. As part of its recommendations to move to "great", the University is developing a Boards Assurance Framework, and the education governance needs to be able to support it. This proposed change in structure is aiming to do this. Any education themed review Academic Board would be tasked to undertake could be passed to College Education Committee with the assurance that the Committee has some space to complete this work.
- 3.1.5 The Collaborative Provision Sub-Committee was initially meeting 3 times a year and in recent years has been reduced to 2 meetings a year, due to limited amount of business. Some of that business already crosses over with College Education Committee business, e.g., annual monitoring and periodic programme reviews, and the Programme Development and Approval Sub-Committee, e.g., approving activity schedules/Memorandum of Agreement ahead of new programmes going to PDASC for final approval. Additionally, members' attendance is often low, so the sub-committee could benefit from a refresh, with new name and terms of reference.
- 3.1.6 While the College International Committee is in the process of being formally closed, a Partnerships Committee has been established and this committee now has oversight on the ethical checks undertaken on partnerships, and quality of the partnerships, among other things. While there is a working group reviewing Academic Board Sub-Committees, this review took account that there is currently no link between the Partnerships Committee and College Education Committee and its sub-committees (bar the Chair of College Education Committee being a member of the Partnership Committee).
- 3.1.7 The Programme Development and Approval Sub-Committee could do with a refresh, particularly in light of the Office for Students requirements on our enhanced monitoring of partner activity. The sub-committee is meant to have oversight of all programme approval and modification requests but does not currently have oversight of renewals of programmes. It is therefore suggested that the remit is extended to those processes for renewing programmes (currently oversight resides in College Education Committee).
- 3.1.8 There is a gap at the moment regarding matters relating to student experience. Currently anything relating to the student experience is College Education Committee's remit, but this is too large an area to be covered by an already overrun committee. A new sub-committee that covers this should be introduced. This would also resolve the current omission of areas such as careers and employability, widening participation and survey results being monitored.
- 3.1.9 Currently the university has a Student Survey Management Group (SSMG), whose current remit is a strategic focus on the management of national student surveys. This strategic focus can shift to the new Student Experience Sub-Committee. Discussions are to be had on whether the SSMG should continue but with a shift of focus on more operational matters of survey management and reporting into the Student Experience Sub-Committee.
- 3.1.10 The Academic Standards Sub-Committee title can be misleading on its remit to some staff members. A retitle would ensure all staff are clearer on its activities.
- 3.1.11 At the faculty level, Faculty Education Committees do not currently benefit from a university-standard set of Terms of Reference and membership, and therefore there was a mix of activity currently found across the faculties. To strengthen the governance around education it is suggested that a standard set of terms of reference is developed by the university, which faculties will be able

to implement for 2024/25. There should be some flexibility to allow faculties to add to the terms of reference, but the standard set should be followed by all. Faculties will then be asked to submit to College Education Committee their Terms of Reference on an annual basis for approval.

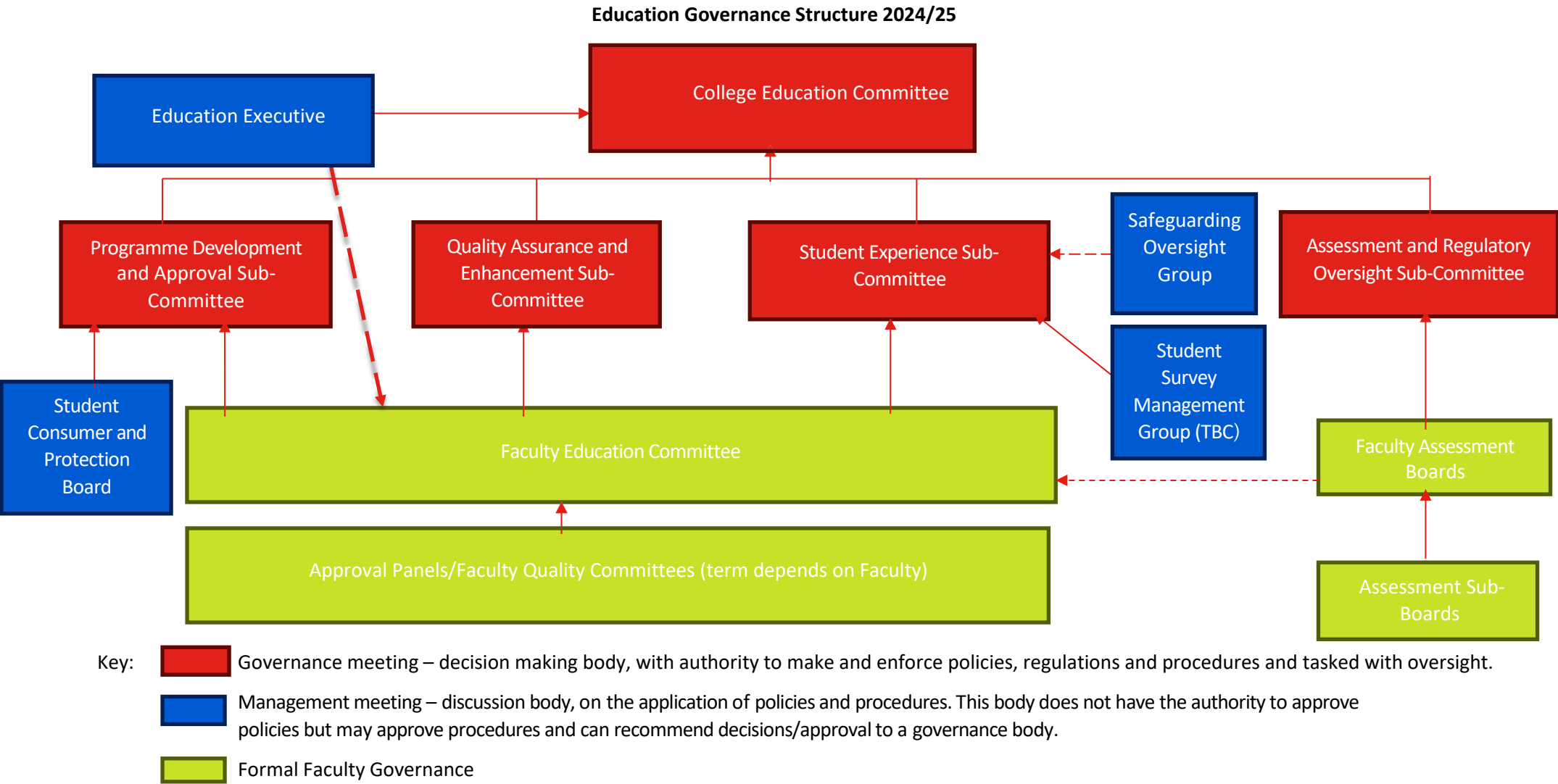
3.1.12 Assessment Boards and Assessment Sub-Boards moved to a single tier for ratification of results and awards in 2020. What was meant to be a pilot with a couple of faculties moved to all faculties moving to this structure as a result of covid and trying to manage the pandemic. No review has since been undertaken of this revised structure and it is felt that the structure could benefit from an evaluation. This review should include consultations with faculties, to gain their feedback on how the revised structure has worked for them. As this will be a more substantial review than drafting some terms of reference, it is suggested that this is undertaken during 2024/25, with any proposed changes being implemented for 2025/26.

4. Conclusion

4.1 In conclusion the review determined that the existing education governance structure could benefit from a revision. The proposed structure can be found in **appendix one**, with the key proposals outlined above, under section 2 of this report. The current structure is below.



Appendix One: Proposed revised structure and terms of reference and membership





The College Education Committee will provide strategic leadership of education for the University. It will ensure that the University's academic taught provision aligns with national and international expectations for quality and academic standards and enhances students' learning experience. The Committee will promote:

- Risk-management approaches in relation to quality assurance, providing oversight of the quality and academic standards of students' learning opportunities and learning experience, advising Academic Board of any issues and areas of good practice.
- The level of college compliance with external regulatory bodies such as the Office for Students.
- Enhancement in learning, teaching, and assessment
- An ethos of students as co-creators of the education experience

Duties:

- Consider and advise the Council and Academic Board on all matters and questions affecting the education policy of KCL.
- On behalf of Council and Academic Board to monitor and review the implementation of educational matters relating to Strategy 2026.
- On behalf of Academic Board to define, monitor and review KCL strategy, policy and procedure in respect of KCL's taught students (UG and PGT) relating to:
 - I. Student admissions and enrolment
 - II. Student attendance at, and completion of, programmes and assessments
 - III. KCL Academic Regulations governing taught programmes
 - IV. The annual and periodic review of the academic standards and the quality of the student experience on taught programmes
 - V. The operation of KCL student complaints, appeals and academic misconduct procedures for taught students and monitoring thereof by consideration of an annual report
 - VI. All aspects of the taught student experience
- Maintain oversight of the programme and module approval, amendment and withdrawal procedures, and receive reports on proposals for new programmes and/or withdrawal of existing programmes (and short courses) from the Programme Development and Approval Sub-Committee.
- To define, monitor and review KCL Academic Regulations governing the approval and review of programmes of study and their constituent modules.
- Oversight of the University's Access and Participation Plan.
- Monitor and report on the quality assurance and quality enhancement framework, taking into account both the internal and external context as they apply to taught education.
- To maintain oversight of KCL Academic Partnerships that involve KCL credit and qualifications.
- Oversee Faculty governance structures for education, receiving regular reports from Faculty Education Committee on their areas of business and any issues that need to be raised.
- To ensure KCL compliance with the following conditions of the Office for Students (OfS) Regulatory Framework
 - I. B1 (Course delivery)
 - II. B2 (Resources, Support and Engagement)
 - III. B3 (Student Outcomes)
 - IV. B4 (Assessment and Award)
 - V. B5 (Ensuring awards meet sector recognised standards)
 - VI. B6 (Teaching Excellence Framework)
 - VII. C1: (Consumer Protection Law compliance)
 - VIII. C2: (Student Complaints)
 - IX. C3: Student Protection Plan
 - X. F2 (Student transfer arrangement)

The Committee also has oversight of reportable events (matters relating to student and consumer protection), to be raised with Academic Regulations, Quality and Standards team as appropriate.

- Promote enhancement in learning, teaching, assessment, and the student experience through the identification and dissemination of good practice.
- Have oversight of the quality of students' learning opportunities and learning experiences, advising Academic Board of any rising issues or areas of good practice.

In support of these duties, the Committee will form subcommittees, management groups, working groups and task and finish groups as needed, including:

- Assessment and Regulatory Oversight Sub-Committee – reporting on the awards of the College, including matters relating to B2 (Resources and Support assessment related), B3 (student outcomes), B4 (assessment) and C2 (student complaints).
- Quality Assurance and Enhancement Sub-Committee – reporting on quality assurance framework relating to monitoring and review of programmes, conduct of the University's collaborative arrangements with partner institutions and for the strategic development of policies relating to collaborative provision, including OfS Conditions of Registration B1 (Course delivery), B2 (Resources, Support and Engagement) and B5 (Sector Recognised standards).
- Programme Development and Approval Sub-Committee – reporting on approval of new taught programmes and their subsequent amendment and withdrawal. Covers OfS Conditions of Registration B1 (Course delivery), B5 (Sector Recognised standards), C1 (compliance with Consumer Protection regulation) and C3 (Student Protection Plan).
- Student Experience Sub-Committee – reporting on B2 (Resources, Support and Engagement), student surveys (NSS, PTES, module evaluations), and other matters pertaining to the student experience.

The Committee will receive regular reports from the following areas:

- Student Success and Transformation Board – to provide updates on the status of transformation projects and their impact.
- King's Academy – to provide updates on the work and activities of the King's Academy, including the College Teaching Fund.
- King's College London Student Union (KCLSU) – to provide updates on the work and activities of the KCLSU Officers

In support of these duties, the Committee will:

- Review the relevance and value of its work on an annual basis.
- Review its terms of reference on an annual basis.

Chaired by: Vice Principal Education and Student Success

Deputy Chair: Nominated by the Vice Principal Education and Student Success from amongst the members of the Committee (currently Academic Director, King's Academy) Secretariat: Academic Regulations, Quality and Standards

Membership:

Faculty Membership

One Faculty member, normally the Dean/Vice Deans of Education. One alternate is required per faculty too.

One member from Centre for International Education and Languages, with an alternate identified.

Associate Directors of Education x 2 (one from Health and one from Arts and Sciences)

Non-Faculty Membership

Executive Director, Education and Students

Academic Director, Digital Education

Academic Director, King's Academy

Academic Director, King's Experience

Academic Director, Student Success

Executive Director, Transformation

Chairs of Education Committee Sub-Committees

KCLSU Sabbatical Officers: President or nominee, Vice-President for Education (Health), Vice-President for Education (Arts and Sciences), Vice-President for Postgraduate – except for reserved business

In attendance

Strategic Director, Education & Students x 2

Director, Library and Collections

Director of Academic Quality

Director of King's Online

Dean of King's College London

College Secretary

Other officers of the College may also be permitted by the Chair to attend the College Education Committee either permanently or for particular meetings, along with those presenting papers to the Committee at specific meetings.

Secretariat: Associate Director, Academic Regulations, Quality and Standards

Clerk: Head of Education Governance



The Programme Development and Approval Sub-Committee is responsible for the University's curriculum portfolio, advising Education Committee and Academic Board on:

- The strategic development of new programmes, including programmes with new collaborative activities.
- The level of college compliance with external regulatory bodies such as the Office for Students and the Consumer Protection legislation.
- The extent to which the University's curriculum complies with sector recognised standards.

This is done via the following Terms of Reference:

- Oversight of conditions of the Office for Students (OfS) Regulatory Framework:
 - B1 Academic Experience
 - B5 Sector Recognised standards
 - C1 Compliance with Consumer Protection rules
 - C3 Student Protection Plan
- Strategic overview of development of new programmes
- Overview of modifications to programmes that have an impact on CMA compliance (major modifications)
- Approve modifications that relate to introducing new awards, nested awards or pathways – treating them like new programmes
- Consider outline proposals for new programmes to ensure proposals are:
 - i. Consistent with University and Faculty strategic plans
 - ii. Have sound academic basis
 - iii. Have researched and considered the relevant market
 - iv. Have been fully costed and ensure the relevant resources are available to support the student experience
- Oversight and monitoring of Periodic Programme Review reports, re-approving programmes for a further 6 years where appropriate.
- Oversight of faculty approvals of modules.
- Approve complex taught programmes which have been identified as such at outline proposal stage.
- Approve short course that sit outside of a Faculty remit (e.g., King's Professional and Executive Development (KPED), Careers and Employability)
- Take a strategic view on behalf of Academic Board as to the necessity to suspend or withdraw taught programmes and to recommend suspension or closure to Education Committee
- Monitor the College's portfolio of collaborative programmes, including monitoring of published information, identifying any potential risks to the College.
- Consider and approve Activity Schedules for complex or new types of collaborative provision not currently defined by the College, or those which are escalated to the subcommittee, or those involving a non-UK PSRB.
- Consider and approve all new validated provision, including oversight of the validation review panel outcomes and recommendations.
- Consider and approve any changes to Memorandum of Agreements for validated partners once initially approved, including approving any changes to programmes that form part of the validated agreement.
- Consider and approve the renewal or termination of existing jointly delivered Taught programme activity and monitor the decisions made by College or Faculty committees to renew or terminate arrangements for Joint PhD programmes or for learning opportunities offered for a programme of study

Student Consumer and Protection Board reports into this Committee

Chaired by: Nominated by the Vice Principal Education and Student Success, current chair is Academic Director, King's Academy.

Deputy Chair: nominated by the Chair from among the members of the Sub-Committee

Secretariat: Quality Assurance Manager (Taught Curriculum), Academic Regulations, Quality and Standards

Membership:

One Faculty member, normally the Dean/Vice Deans of Education or the Chair of the Faculty Approval Panel (or equivalent). One alternate is required per faculty too.

One member from Centre for International Education and Languages, with an alternate identified.

Director of Academic Quality

Associate Director (Academic Regulations, Quality and Standards)

Head of Collaborative Provision

Data Governance and Security Representative (currently Head of Course Information)

Associate Director of Academic Affairs

Faculty Quality Assurance Managers x 2 (one from Health and one from Arts and Sciences)

KCLSU Sabbatical Officers: Vice-President for Education (Health) and Vice-President for Education (Arts and Sciences).

Representative from Marketing

Representative from Estates and Facilities

Programme Proposers to be invited along when their proposal is being discussed.



The Quality Assurance and Enhancement Sub-Committee is responsible for the University's overarching quality assurance framework, advising Education Committee and Academic Board on:

- Approaches in relation to quality assurance, providing oversight of the quality and academic standards of students' learning opportunities and learning experience, identifying any issues and areas of good practice.
- The level of college compliance with Office for Student's Ongoing Conditions of Registration and UKVI.

This is done via the following Terms of Reference:

- Oversight and monitoring of Continuous Enhancement Review reports
- Oversight and monitoring of Periodic Programme Reviews⁷
- Oversight of External Peers and their feedback on quality assurance processes.
- Oversight of conditions of the Office for Students (OfS) Regulatory Framework, specifically:
 - I. B1 (Course delivery),
 - II. B2 (Resources, Support and Engagement)
 - III. B5 (sector recognised standards)
- Review those OfS Quality Assessment Review reports, identifying causes of concern to be raised at CEC and/or Academic Board.
- Oversight of Professional, Statutory or Regulatory Body (PSRB) programmes accreditation reports, including arrangements involving a Professional, Statutory or Regulatory Body (PSRB) in the Partner Country that is attached to a programme leading to a King's award.
- Oversight of the University's Degree Apprenticeship provision.
- Develop and implement the quality assurance framework, including policies and procedures relating to all taught programmes, including those with collaborative provision, taking into account both internal and external reference points such as the Office for Students Condition of Registration: Quality and Standards and QAA's *UK Quality Code for Higher Education*.
- Maintain oversight of the risks associated with collaborative provision activity that are either complex arrangements or new types not currently defined by the College and advise Education Committee or College Research Committee as appropriate.
- Monitor Memoranda of Understanding (MoU) for UK Partners and consider Memoranda of Agreement (MoA) with UK Partners, recommending their approval to the Education Committee or College Research Committee as appropriate.
- Monitor Activity Schedules for UK and International Partners relating to straightforward collaborative provision approved by the Faculty Education Committee (or equivalent) or Joint PhD programmes approved by the Postgraduate Research Student Sub-Committee.
- Oversight of all aspects relating to validated partners, including consideration of any new validated partners, and receive the minutes for the annual monitoring of validated partners reporting into the Education Committee.
- To advise Education Committee or College Research Committee as appropriate on any action or issues in relation to standards or quality in the operation of collaborative partnerships for Taught and Postgraduate Research programmes.
- Have oversight of the University's register of collaborative partners for delivering programme activity.

⁷ Programme Development and Approval Sub-committee have responsibility for re-approving programmes

The committee will receive annual reports relating to:

- Continuous Enhancement Review overview (UG and PGT)
- Student Attendance and Engagement monitoring
- University's register of collaborative partners for delivering programme activity

Chaired by: Nominated by the Vice Principal Education and Student Success – suggested Chair Academic Director King's Edge

Deputy Chair: nominated by the Chair from among the members of the Sub-Committee

Secretariat: Head of Education Governance, Academic Regulations, Quality and Standards

Clerk: Quality Assurance Officer (Collaborative Provision)

Membership

One Faculty member (normally Chair of Deputy Chair of FEC or approval panel (or equivalent)). One alternate is required per faculty too – suggested this is Vice Dean International and they can attend when meetings are covering activities relating to collaborative provision.

Faculty Quality Assurance Managers x 4 (2 x Health and 2x Arts and Sciences)

Representative from King's Academy.

Representative from King's Digital.

Director of Academic Quality

Associate Director, Academic Regulations, Quality and Standards

Head of Collaborative Provision

Associate Director, Global Mobility

Representative from Centre of Doctoral Studies

Director of Global Engagement (or their nominee)

KCSLU Sabbatical Officers: Vice-President for Education (Health) and Vice-President for Education (Arts and Sciences) – except for reserved business

Others to be invited when relevant to role, including representation from Partnerships Committee, Visa and International Advice team, and Legal team.

Assessment and Regulatory Oversight Sub-Committee



The Assessment Sub-Committee is responsible for the oversight of the assessment framework of the University, advising Education Committee and Academic Board on:

- The strategic development of assessment policy and regulation.
- The level of college compliance with the assessment framework.
- The level of college compliance with external regulatory bodies such as the Office for Students.
- The extent to which assessment policies are transparent, fair, impartial, consistent and compliant with the values of King's.

This is done via the following terms of reference:

- Oversight of conditions of the Office for Students (OfS) Regulatory Framework:
 - B2 Resources and Support available assessment related
 - B3: Student Outcomes
 - B4: Assessment and Awards
 - B5: Sector recognised standards
- Monitor and advise the Education Committee on the academic policy and regulatory framework of the College, taking into account both the internal and external contexts, as they apply to academic standards.
- Provide a forum for Faculty Assessment Board Chairs as well as SED colleagues/Associate Directors to contribute to and shape discussions around academic policy and assessment.
- Examine progression and award data and make recommendations on any issues identified, taking into consideration the external context including the requirements of the Office for Students regulatory framework.
- Monitor student attainment data, identifying areas where the attainment gap is enlarging for them to take action.
- Oversight of Faculty Assessment Board/Assessment Sub-Board practices, receiving regular updates from Board chairs, along with an annual report of their activity.
- Review and approve Mark Translation Schemes on a 3-year cycle.
- Review and recommend approval of validated partners/bespoke partners academic regulations.
- Review and recommend approval to Academic Board and/or Education Committee:
 - Exemption requests to the regulations
 - College Academic Regulations
 - Regulations of our validated partners
 - Revisions to existing policies that relate to assessment
 - New policies that relate to assessment

The committee will receive annual reports and recommendation of actions where appropriate relating to:

- Student conduct and appeals
- Exemption requests
- Revocations of awards
- Exam, assessment and timetabling activities
- Personalised Assessment Arrangements
- Appointments of external examiners; and
- Summarising external examiner reports (UG and PGT)
- Progression and awards

Chaired by: Nominated by the Vice-Principal Education and Student Success (current chair is Anette Schroeder-Rossell)

Deputy Chair: nominated by the Chair from among the members of the Sub-Committee

Secretariat: Regulations Manager, Academic Regulations, Quality and Standards

Membership:

One Faculty member from each faculty (Chair of either UG or PGT Faculty of Assessment Board), nominated by the Dean/Vice Dean Education. One alternate is required per faculty too, and this should be the chair of the other Faculty Assessment Board.

University Chief External Examiner

Representative from King's Academy

Director of Academic Quality

Associate Director (Academic Regulations, Quality and Standards)

Associate Director (Examinations, Assessment and Timetabling)

Associate Director (Student Conduct and Appeals)

KCSLU Sabbatical Officers: Vice-President for Education (Health) and Vice-President for Education (Arts and Sciences) – except for reserved business

In attendance

Head of Academic Policy

Head of Course Information

Others to be invited when relevant to role e.g., Head of Examinations.

Student Experience Sub-Committee



The Student Experience Sub-Committee is responsible for the oversight of the student experience of the University, advising Education Committee and Academic Board on:

- The strategic development of policies relating to the student experience.
- The level of college compliance with external regulatory bodies such as the Office for Students.
- Issues and good practice identified via student surveys (internal and external).

This is done via the following terms of reference:

- Oversight of conditions of the Office for Students (OfS) Regulatory Framework:
 - B2 Resources, Support and Engagement
- Reviewing results from student surveys (internal and external), identifying any areas of concern that require action plans to be developed and monitoring the outcomes from those action plans.
- Review Graduate Outcome Survey results, identifying any areas of concern that require a review of practice (faculty or centrally).
- Oversight of Careers and Employability Strategic Plan.
- Oversight of provision such as academic skills to students.
- Oversight of digital education enhancements and impact on student experience.
- Monitor and advise the Education Committee on the academic policy and regulatory framework of the University relating to the student experience via reviewing and recommending approval to Academic Board and/or Education Committee new and/or revisions to existing policies and procedures.
- Monitoring of the implementation of the University's Access and Participation Plan.
- Monitoring of the Turing Scheme and Study Abroad arrangements.
- Oversight of the resources/student experience with collaborative activities that relate to flying faculties and branch campuses.

The subcommittee will receive annual reports relating to:

- Enrolment and Welcome
- Student Funding
- Student Disability and Inclusion
- Counselling and Mental Health Support
- Student Success
- Inclusive Education
- Personal tutoring
- Library services
- Graduation

Chaired by: Nominated by the Vice Principal Education and Student Success – suggested Chair Academic Director Student Success

Deputy Chair: nominated by the Chair from among the members of the Sub-Committee

Secretariat: Head of Education Governance, Academic Regulations, Quality and Standards

Membership:

One Faculty member from each Faculty nominated by the Dean/Vice Dean of Education from membership of their Faculty Education Committee.

Faculty Student Experience Managers x 4 (2 x Health, 2 x Arts and Sciences)

Director of Academic Quality

Director of Operations

Director of Student Services

Director of Student Success

Associate Director (NSS/PTES Strategy)

Centre of Technology Learning Representative

King's Digital Representative

KCSLU Sabbatical Officers: Vice-President for Education (Health) and Vice-President for Education (Arts and Sciences) – except for reserved business

Others to be invited when relevant to role e.g., Associate Director, Global Mobility, Associate Director Widening Participation, representative from Estates and Facilities etc.



The Education Executive is responsible for advising Education Committee on the development and direction of key Strategic Projects within the Education and Student Success portfolio and on developments in the external environment. A member from the Executive will be asked to “sponsor” items of the Executive, leading the discussions at relevant meetings. The Executive will monitor progress of such initiatives and will be a forum to help shape new opportunities and initiatives.

Terms of Reference

Education Executive will conduct its business according to the following terms of reference:

- To review King’s progress in maintaining momentum in achieving the priorities under Strategy 2026, advising College Education Committee of any risk area in achieving the priorities on time.
- To provide a forum to contribute to and shape discussions around the Education and Student Success. Discussions should incorporate the full taught student life cycle.
- To receive regular updates and progress reports from relevant working groups and task-and-finish groups aligned with the areas of strategic priority. The Executive will then make recommendations to Education Committee, including recommendation for final approval.
- To provide a forum for discussing any proposed new or modified policy. The Executive will then make recommendations to Education Committee, including recommendation for final approval.
- To share and report any issues and areas of good practice with regards to Education and Student Success. Where deemed appropriate, the Executive will make recommendations to the College Education Committee on the good practice identified and discussed.
- To provide a forum for discussions to be held that result in agreed decisions that are collectively owned, that benefit the university and own faculty needs. The Faculty Vice-Deans (Education) will then implement those agreed decisions within their faculty.

Chaired by Vice-Principal Education and Student Success

Membership:

Deputy Chair, nominated by the Chair from among the members of the Education Executive - Director King’s Academy

Executive Director, Students and Education Directorate

Chair of Assessment & Regulatory Oversight

Subcommittee

Dean/Vice Dean Education from each faculty

Representative from the Centre for International Education and Languages

Associate Director (NSS and PTES Strategy)

Associate Director (Strategic Initiatives and Relationship Development (Education))

Secretariat: Academic Regulations, Quality and Standards



To have oversight of King's College London compliance with student and consumer protection legislation, providing assurance to the College that we are complying with external regulations, escalating causes of concern, where identified, along with resolutions.

Governance

The Student and Consumer Protection Board will report into the Programme Development and Approval Sub-Committee, a sub-committee of the College Education Committee. The Board will meet twice a year but may require additional meetings if there are changes required by the external regulatory environment.

Terms of reference

- Maintain oversight of consumer protection compliance of the University, via the following mechanisms:
 1. Receive updates from admissions on numbers of students per faculty/programme who decline their offer place due to programme information changing (noting where refunds have been given).
 2. Receive updates from the Student Conduct and Appeals team on student complaints (stage 1 and stage 2), along with indication on any compensations given, and OIA rulings.
 3. Receive updates from Academic Regulations, Quality and Standards team on queries received, identifying themes and areas of concern raised.
 4. Review any internal audit report relating to consumer protection, monitoring the outcomes, and reporting to the College updates where required.
- Share identified good practice (internally and externally), with the aim to enhance University processes relating to consumer protection.
- Review all Student Terms and Conditions annually, identifying who would be best for making updates, before forwarding to Academic Board for approval.
- Review the risk register, held by the Academic Regulations, Quality and Standards team, identifying new risks where applicable.
- Make recommendations about how to enact consumer protection rules and indemnify King's whilst enabling the kinds of emergent teaching, learning and assessment practices emphasised in the King's Education strategy.
- Review consumer protection documentation released by external agency's such as the Consumer Market Authority, Office for Students, and Advertising Standards Authority, and provide guidance to colleagues.
- Review the annual schedule established to manage processes relating to consumer protection *[this may be done outside of Board meetings]*. Any risks and issues identified will be brought to the attention of the Board for discussion.
- Receive updates from any Working/Task & Finish Groups that impact processes relating to consumer protection.

Membership

Associate Director (Academic Regulation, Quality and Standards) *Chair*
Associate Director (Student Funding)
Associate Director (Student Admissions)
Associate Director (Student Conduct and Appeals)

⁸ Existing Board

Associate Director (Student Knowledge and Information)
Head of Academic Policy
Head of Course Information
Head of Marketing Communications, Digital Marketing and Content
Legal Counsel, Legal Services
Faculty Quality Assurance Managers x 10⁹

Secretariat: Academic Regulations, Quality and Standards Optional

Attendee: Credit Manager, Finance and Planning Director

Additional members to be invited as needed at the discretion of the Chair

⁹ Including Centre for International Education and Languages



1. The primary purpose of the Safeguarding Oversight Group is to coordinate and monitor activity in relation to the safeguarding of children and adults at risk in the College.
2. The Oversight Group will promote, inform and support the work of the Student of Concern Procedure and the overarching Safeguarding Policy.
3. The Oversight Group will be responsible for ensuring accurate data collection with regards to all safeguarding monitoring processes.
4. The Oversight Group will be responsible for devising and embedding appropriate staff training activities to ensure that a shared awareness and understanding of safeguarding are maintained across the College.
5. The Oversight Group is responsible for coordinating and monitoring activity in relation to compliance with the Prevent Duty in the College. This will include ensuring the delivery of the obligations placed on the institution by the Counter-Terrorism and Border Security Act 2019, as set out in the Prevent Duty Guidelines for England and Wales by the Office for Students.
6. The Oversight Group will monitor safeguarding related policies and processes and identify those that need to be reviewed in the appropriate Steering Groups. The Group will receive regular reports about the Student of Concern Procedure; the Fitness to Study Procedure; and from the Sexual Harassment Working Group.
7. The Oversight Group will seek to engage staff and students to ensure that the communities are active partners in implementing safeguarding policies and procedures across the College.
8. The Oversight Group is a sub-group of the Safeguarding Steering Group and, as such, will report to the Steering Group twice a year.

Membership:

Associate Director, Academic Regulations, Quality and Standards (co-chair)

Associate Director, Advice, Wellbeing and Welfare (co-chair)

Strategic Director, SED

Interim Director of Equality, Diversity and Inclusion

Director of Research Governance, Ethics and Integrity

Associate Director of Postgraduate Policy and Operations

Director of King's Global Health Partnerships

Deputy Director King's Foundations

Head of Mental Health Support

Associate Director, King's Residences

Director of Remuneration & Policy

Senior Assurance Analyst, King's Service Centre

Associate Director, Education, SSPP

Associate Director, Education, FNFNMPC

Associate Director, Widening Participation

Head of UG Admissions

Associate Director, Student Conduct & Appeals

Head of Event Operations

KCLSU Vice President Community and Welfare

KCLSU Head of Advice & Support

Partnerships Manager, Global Engagement

Head of Security

Associate Director, Counselling & Mental Health Support
College Chaplain
Head of Student Wellbeing and Welfare
Head of Widening Participation (Post-16)
Head of Operations and Strategy for Summer Programmes
Head of Academic Policy, ARQS

Regulatory Compliance Manager, ARQS (Secretariat)

Appendix two

Draft Faculty / School Education Terms of Reference:

The [insert unit] Faculty Education Committee will provide strategic leadership of Education for the Faculty. It will ensure that the Faculty's academic taught provision aligns with the national expectations for quality and academic standards and enhances students' learning experience. The Committee will promote:

- Risk-management approaches in relation to quality assurance, providing oversight of the quality and academic standards of students' learning opportunities and learning experience, advising Education Committee of any issues and areas of good practice.
- Enhancement in learning, teaching, and assessment.
- An ethos of students as co-creators of the education experience.

Duties (this list should not be seen as exhaustive, Faculties may add to this as required):

Strategic:

- Develop the strategic vision of the Faculty's teaching, learning and assessment provision aligning to King's Strategic Vision 2026-29 and King's Strategy 2026.
- To advise and report to Education Committee on all matters relating to the organisation of teaching including curricula, assessment, examinations and wider student experience.
- To advise, implement and monitor new University policies and procedures (both internal and external) which affect the activities and/or administration of teaching, assessing and reporting on any implications.
- To support the development of bids for teaching and learning (and other related funds and initiatives) and to ensure projects arising from these funds are aligned to Faculty priorities and education strategy. To maintain oversight of such projects and their outcomes.

Quality and Standards:

- To identify through the annual monitoring, periodic programme review and other quality assurance mechanisms, good practice and innovation in learning, teaching and assessment and promote its dissemination across the Faculty and elsewhere in the University.
- Oversight of Degree Apprenticeships, where these exist, including receiving reports on tri-partite reviews held, reporting to the Quality Assurance and Enhancement Sub-Committee.
- To consider reports of Professional, Statutory and Regulatory Bodies (PSRB) on undergraduate and postgraduate taught provision and make recommendations for action as appropriate, before submitting to the Quality Assurance and Enhancement Sub-Committee.

Programme approval / oversight:

- On behalf of the Programme Development and Approval Sub-Committee:
- To consider and approve proposals for amendments to current modules / programmes and the introduction of new programmes, modules, or assessment models including mark schemes and, where conditions are attached, ensure these are signed off and reported back to the Faculty Education Committee and documented in minutes. To include validated partnerships and degree apprenticeships¹⁰.

¹⁰ Some faculties may use approval panels/quality assurance committees for this, but the Faculty Education Committee ultimately approves these

- To ensure complex collaborative agreements that are medium to high risk, such as jointly delivered programme activity and validated provision, are recommended for final approval to Programme Development and Approval Sub-Committee, and to monitor their arrangements.
- Oversight of the Programme Post-Launch Review Policy for new taught programmes, working with the Programme Development and Approval Sub-Committee for programme continuation or closure.
- Oversight of the monitoring and review processes for existing programmes (Continuous Enhancement Review and Periodic Programme Review), reporting to Education Committee key findings/recommendations.
- To consider changes to Memorandum of Agreements and Schedule of Business for validated partners, recommending final approval to Programme Development and Approval Sub-Committee. Oversight of annual meetings of validated partners, where these exist.

Assessment:

- To receive updates from the Faculty Assessment Board, including monitoring of progression / withdrawal rates and award data, and to discuss any issues raised in External Examiners' reports related to curriculum, teaching and assessment, to include validated partners.

Student Experience:

- To provide a forum for the discussion of student issues and to monitor the student experience, through consideration of data relevant to (but not limited to) the National Student Survey, Graduate Outcomes survey and Staff Student Liaison Committee feedback, reporting progress to Student Experience Sub-Committee.

Where appropriate to appoint sub-committees to carry out the above responsibilities.

The Committee will receive regular reports from the following areas:

- Overview summary of External Examiner reports
- Summary of Examinations and Awards overview report
- Summary of Student Conduct and Appeals report
- Overview summary of Continuous Enhancement Review reports
- Overview summary of module evaluation
- Overview of College Teaching Funds

In support of these duties, the Committee will:

- Review the relevance and value of its work on an annual basis.
- Review its terms of reference on an annual basis.

Chaired by: Dean/Vice Dean of Education

Secretariat: Nominated by the Associate Director of Education, but normally is the Faculty QA Manager

Membership:

- Heads of Department and/or Education Lead(s) (some faculties may call these Directors of Studies)
- Chairs of Faculty Assessment Boards (UG and PGT)
- Associate Director Education
- Technology Enhanced Learning (TEL) rep
- Dean/Vice-Dean International
- Representative from King's Academy
- Senior Tutor

- Internal Peer – this is a member of staff from another Faculty, who is a member of their Faculty's Education Committee.
- External Peer
- Student reps (this may include programme student representative(s), Forum student rep or relevant student body rep).

In attendance:

- GTA Lead
- Careers and Employability representative
- Libraries representative
- Disability Support Leads
- Student Experience Managers
- Inclusive Education rep

Others to be invited when relevant to role e.g. Student Success representative.

Student Protection Plan-1

Provider's name: King's College London

Provider's UKPRN: 10003645

Legal address: King's College London, 5-11 Lavington Street, London, England, SE1 0NZ

Contact: Darren Wallis- Executive Director Education & Students (Darren.Wallis@kcl.ac.uk)

Student protection plan for the period 2024/25

An assessment of the range of risks to the continuation of study for your students, how those risks may differ based on your students' needs, characteristics and circumstances, and the likelihood that those risks will crystallise.

1. Introduction

The Higher Education and Research Act 2017 requires Higher Education Institutions (HEIs) to maintain a Student Protection Plan to protect the interests of students in the case of material change, e.g. programme changes, suspensions, closures or institutional closure.

The purpose of this Student Protection plan is to preserve the continuation and quality of study for all of the University's students whenever a risk to the continued study of students materialises.

Events which may trigger the activation of the student protection plan include (but are not limited to):

- The University is no longer able to operate or no longer intends to operate
- Loss or suspension of the University's degree awarding powers
- The loss or suspension of the University's Student Sponsor licence
- The University loses professional accreditation from a regulatory body
- One or more of the locations at which the University delivers courses to students is no longer available
- The University is no longer able to deliver courses in a department or subject area
- The University is no longer able to deliver one or more programme of study
- The University is no longer able to deliver one or more modes of study
- The University is unable to deliver material components of one or more programme, particularly if there are areas of vulnerability, such as single person dependencies for teaching or supervision of research students.

2. Assessment of Risk

The University has undertaken an assessment of the range and level of risks to the continuation of study for our students. Using the University risk assessment template, we have assessed the likelihood and impact of risks materialising. The final risk level is based on a score which takes into account the effectiveness of control measures in place to manage the risk.

- 2.1 Based on the financial performance of the University the likelihood that the institution will cease to operate is low. The evidence used to assess this risk is the financial performance of the University as per the financial statements, the University risk register, business continuity plan, and the key performance indicators that are reported to the University Council and the Office for students on an annual basis. Our financial position is published annually: [Our finances | About | King's College London \(kcl.ac.uk\)](#)

- 2.2 The risk to the continuation of study due to the University losing its degree awarding powers is low. The University has in place quality assurance processes and procedures which ensure adherence to OfS standards. The governance arrangements ensure oversight of quality assurance through a range of department, faculty and University level committees, CEC- College Education Committee (and its imminent successor) which reports directly to the Academic Board.
- 2.3 The risk to the continuation of study due to the University losing its student sponsor licence is moderate. The University's licence is renewed annually every November. The University has in place policies and procedures to ensure compliance with its sponsorship duties; these procedures are reviewed and updated annually by the compliance officer. The University regularly monitors its key compliance statistics to ensure it will meet the threshold levels required for renewal of its licence. Data relating to compliance statistics (BCA- Basic Compliance Assessment scores) for the past 3 years confirms that the University performs well within the thresholds set by the UKVI for student sponsor compliance.
- 2.4 The University has multiple campus sites across London. The likelihood of the University closing any of these campus sites is low. The campuses are currently fully occupied and enrolment and recruitment data suggest this will continue to be the case.
- 2.5 The University has a number of collaborative arrangements where programmes are delivered with partner organisations at sites in the UK and abroad. The University also has a number of contracts for the delivery of public sector training. The risk to the continuation of study is moderate because all partnership contracts include provision to support the teach out of programmes should the partnership end. For the partnerships that are currently closing, both the partner institutions and the University have committed to teaching out current students and final intake dates have been agreed.
- 2.6 The risk of closing a subject area is low. There are currently no plans to close subject areas, the University remains committed to offering a breadth of subject disciplines across the institution. Annual business planning and budget setting processes review student numbers, programmes on offer in each department or faculty (where subject areas are located) and the financial position of each department, school or faculty. These processes identify any actions which may be required to maintain the sustainability of each subject area.
- 2.7 The University continually reviews and updates its academic offer; this does involve the suspension, closure and replacement of courses. Hence the likelihood of planned programme closures is high and the potential impact on students is high. However, when the University takes the strategic decision to close a programme, it would be the result of low applicant demand for the programme and it is normal practice and the preferred option to teach out continuing students on the programme for which they have enrolled, therefore the risk to the continuation of study is low. The University also operates a programme post-launch review policy, every 3 years for standard undergraduate degrees, which ensures a full degree teaching cycle has occurred prior to suspension or closure decisions being taken.
- 2.8 It is unlikely that the University will close one or more modes of study, although the potential impact on students would be high, there are sufficient control measures in place to ensure that the risk to the continuation of study is low. The majority of the University's provision is delivered full-time. Programmes which are delivered part-time often share delivery with the full-time course which ensures viability. The University has some online and/or distance learning provision delivered internally with third party contracts in place for marketing and recruitment and access to some e-learning platforms.

- 2.9 There is low risk that the University is unable to deliver material components¹ of one or more programme of study. There are certain instances this may occur, i.e. unforeseen departure of key staff, damage to buildings or equipment. The risk to the continuation of study in these cases is moderate and the university has continuity plans to ensure alternative arrangements are made to ensure continuity of student study.

The measures that you have put in place to mitigate those risks that you consider to be reasonably likely to crystallise

3. Measures to mitigate Risk

For areas the University has identified as moderate or high risk the following measures have been put in place to preserve the continuation of study.

3.1 Closure of programmes

The University is committed to ensuring students are able to complete the programmes of study for which they have enrolled. The teaching out of programmes will be the preferred option should the University for any unforeseen reason (strategic, financial, regulatory) have to suspend or close a programme. Only in circumstances in which the University is unable to teach out will alternative options be considered. These options will include:

- The University will offer students the option to transfer to an alternative programme offered by the University.
- The University will support students to transfer to other providers. This support will include
 - the identification of providers who offer a similar or equivalent course and meet the particular needs of the student cohort (e.g. mode of study, travelling distance etc.)
 - direct liaison with other providers to support the smooth transition of students to the new provider
 - provision of course information and certification to support credit transfer arrangements
 - Consideration of compensation under the refund and compensation policy

If a suitable alternative course either at the University or other suitable provider cannot be found, the University will consider a refund of fees and compensation as outlined in the Terms and Conditions.

3.2 The loss or suspension of the University's student sponsor licence

The University will offer the following options to students:

- The University will support students to transfer to other providers. This support will include
 - the identification of providers who offer a similar or equivalent course and meet the particular needs of the student cohort (e.g. mode of study, travelling distance etc.)
 - direct liaison with other providers to support the smooth transition of students to the new provider
 - provision of course information and certification to support credit transfer arrangements

¹ Please refer to the Government CMA guidance clause 4.11 on 'Material Course Information' for further information [Consumer law advice for higher education providers \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/consumer-law-advice-for-higher-education-providers)

- Consideration of compensation under the refund and compensation policy

If a suitable alternative programme at a suitable provider cannot be found, the University will consider a refund of fees and compensation as outlined in Terms and Conditions.

3.3 Closure of collaborative partnerships

The University is committed to ensuring that students studying through partnership arrangements are able to complete their programme of study. Contracts with partner institutions include provision for the teaching out of existing students. In instances where it is decided to close a partnership the following arrangements will be put in place:

- The University and partner organisation will agree the date of the final intake of students.
- The University and partner organisation will agree a teach out plan, which will include a schedule of the delivery of all modules on the programme; this will ensure that all exiting students have the appropriate opportunity to complete their programmes including resit opportunities. In instances where the delivery partner is moving to a new validating body, the University will provide course information and certification to support students who wish to transfer.
- Students are informed of the closure of the partnership and provided with details of the teaching out arrangements. Students are also provided with details of how to access advice and guidance
- Arrangements are put in place to monitor student progression through the programme to ensure that students receive the appropriate advice and information during the remainder of their studies.

3.4 The University is unable to deliver material components of one or more programme

The University will take all reasonable steps to mitigate the risk of being unable to deliver a material component of a taught course. These may include the hiring of additional staff, hire or purchase of equipment, relocation and/or rescheduling of teaching. Should the University not be able to deliver a material component of a programme, affected students may be offered a modified version of the course or the opportunity to move to another course.

- If a suitable alternative taught course at the University is not available, the University will support students to transfer to other providers as outlined in 3.1 above. If a suitable alternative course either at the University or other suitable provider cannot be found, the university will consider a refund of fees and compensation as outlined in our Terms and Conditions
- In cases where the University is no longer able to provide supervision to Research Degree students due to the departure of key staff, the university will, if appropriate, allocate a new supervisor. All Research students have at least two supervisors allocated from the outset. In instances where this is not appropriate or possible due to the nature of the research, the University may appoint an external supervisor or support the student to transfer to another university to complete their programme.
- In those cases where a research student is unable to complete their programme at the University, the University will consider a refund of fees and compensation as outlined in our Terms and Conditions

3.5 Information on refund policies if continuation of study is not possible

The University supplies the students with a copy of its Terms and Conditions each year –

<https://www.kcl.ac.uk/policyhub/terms-conditions-students>

Refunds are awarded when a student withdraws from a programme depending on the liability dates. The dates are published in the terms and conditions. The terms and conditions include a section titled refunds

and compensation. If in the event that continuation of study cannot be preserved compensation may be awarded. Any such compensation may take account of the following factors:-

1. Refund of tuition fees
2. Refund of accommodation costs (for the remainder of the contract if accommodation is no longer required)
3. Loss of maintenance costs
4. Travel costs
5. Reimbursement of tuition fees to sponsors/Student Finance England
6. Other reasonable associated costs.

Any claims made for compensation will be reviewed on a case-by-case basis and will also take into consideration the mitigations the University has put in place.

With regards to how the compensations and refunds will be funded, the University has sufficient reserves in place.

Information about how you will communicate with students about your student protection plan

We will publish our student protection plan on the University website. A link to the student protection plan is also given in our terms and conditions supplied to offer holders. A Board is in place to review the student protection plan as necessary. Any proposed changes to the plan will be approved by Academic Board and Council.

Should the student protection plan need to be activated, the University will take all reasonable steps to contact affected students and provide them with appropriate information, support and guidance in a timely manner.

The University will write to all affected students individually, with the following information:

- Reason why the student protection plan is being implemented
- Implications for the students' planned programme of study
- The options available to the student
- Arrangements for accessing support and guidance
- Where to get more information
- Details of meetings with staff to discuss issues, on a one to one basis and collectively
- Who to contact to get independent advice (the university will liaise with the Student Union)

The University will also take appropriate steps to ensure that the information available to prospective students is updated to reflect the closure of courses. The University will write to all applicants, with the following information:

- Reason why the student protection plan is being implemented
- Implications for the applicant's planned programme of study
- The options available to the applicant
- Arrangements for accessing support and guidance
- Where to get more information

JEI Student Protection Plan

King's College London Student Protection Plan for students of the SUSTech-King's Joint Education Institute (JEI)

Provider's name: King's College London

Provider's UKPRN: 10003645

Legal address: King's College London, Strand, London WC2R 2LS

Contact: Darren Wallis- Executive Director Education & Students (Darren.Wallis@kcl.ac.uk)

Student Protection Plan for the period 2024/25

An assessment of the range of risks to the continuation of study for your students, how those risks may differ based on your students' needs, characteristics and circumstances, and the likelihood that those risks will crystallise.

1. Introduction

The Higher Education and Research Act 2017 requires Higher Education Institutions (HEIs) to maintain a Student Protection Plan to protect the interests of students in the case of material change, e.g. programme changes, suspensions, closures or institutional closure.

The purpose of this Student Protection plan is to preserve the continuation and quality of study for all of the University's students whenever a risk to the continued study of students materialises.

Events which may trigger the activation of the student protection plan include (but are not limited to):

- The University is no longer able to operate or no longer intends to operate
- Loss or suspension of the University's degree awarding powers
- The loss or suspension of the University's Student Sponsor licence
- The University loses professional accreditation from a regulatory body
- One or more of the locations at which the University delivers courses to students is no longer available
- The University is no longer able to deliver courses in a department or subject area
- The University is no longer able to deliver one or more programme of study
- The University is no longer able to deliver one or more modes of study
- The University is unable to deliver material components of one or more programme, particularly if there are areas of vulnerability, such as single person dependencies for teaching or supervision of research students.
- Termination of the JEI partnership between King's and SUSTech in accordance with the relevant terms in the underlying agreement.

2. Assessment of Risk

The University has undertaken an assessment of the range and level of risks to the continuation of study for our students. Using the University risk assessment template, we have assessed the likelihood and impact of risks materialising. The final risk level is based on a score which takes into account the effectiveness of control measures in place to manage the risk.

2.1 Based on the financial performance of the University the likelihood that the University will cease to operate is low. The evidence used to assess this risk is the financial performance of the University in the most recent audited financial statements for the year ending 31st July 2023, the University risk register, business continuity plan, an external credit rating undertaken by S&P Global (AA- Outlook Stable), the Five

Year Financial Forecasts submitted to the Office for Students in December 2023, and the key performance indicators that are reported to the University Council. The financial statements for the University are published annually - see <https://www.kcl.ac.uk/about/assets/pdf/statements/financialstatements2023.pdf> (Financial Statements and Statistics year ending 2023): [Our finances | About | King's College London \(kcl.ac.uk\)](#)

2.2 The risk to the continuation of study due to the University losing its degree awarding powers is low. The University has in place quality assurance processes and procedures which ensure adherence to OfS standards. The governance arrangements ensure oversight of quality assurance thorough a range of department, faculty and University level committees, including the CEC- College Education Committee (or its successor) which reports directly to the Academic Board.

2.3 The risk to the continuation of study due to the University losing its student sponsor licence is moderate. The University's licence is renewed annually every November. The University has in place policies and procedures to ensure compliance with its sponsorship duties, these procedures are reviewed and updated annually by the compliance officer. The University regularly monitors its key compliance statistics to ensure it will meet the threshold levels required for renewal of its licence. Data relating to compliance statistics (BCA- Basic Compliance Assessment scores) for the past three years confirms that the University performs well within the thresholds set by the UKVI for student sponsor compliance.

2.4 The University has multiple campus sites across London. The likelihood of the University closing any of these campus sites is low. The campuses are currently fully occupied and enrolment and recruitment data suggest this will continue to be the case.

2.5 The University has a number of collaborative arrangements where programmes are delivered with partner organisations at sites in the UK and abroad. The University also has a number of contracts for the delivery of public sector training. The risk to the continuation of study is moderate because all partnership contracts include provision to support the teach out of programmes should the partnership end. For the partnerships that are currently closing both the partner institutions and the University have committed to teaching out current students and final intake dates have been agreed.

2.6 The risk of closing a subject area is low. There are currently no plans to close subject areas, the University remains committed to offering a breadth of subject disciplines across the university. Annual business planning and budget setting processes review student numbers, programmes on offer in each department or faculty (where subject areas are located) and the financial position of each department, school or faculty. These processes identify any actions which may be required to maintain the sustainability of each subject area.

2.7 The University continually reviews and updates its academic offer, this does involve the suspension, closure and replacement of courses. Hence the likelihood of planned programme closures is high and the potential impact on students is high. However, when the University takes the strategic decision to close a programme, it would be the result of low applicant demand for the programme and it is normal practice and the preferred option to teach out continuing students on the programme for which they have enrolled, therefore the risk to the continuation of study is low. The University also operates a programme post-launch review policy, every 3 years for standard undergraduate degrees, which ensures a full degree teaching cycle has occurred prior to suspension or closure decisions being taken.

2.8 It is unlikely that the University will close one or more modes of study, although the potential impact on students would be high, there are sufficient control measures in place to ensure that the risk to the continuation of study is low. The majority of the University provision is delivered full-time. Programmes which are delivered part-time often share delivery with the full-time course which ensures viability. The University has some online and/or distance learning provision delivered internally with **third party contracts in place for marketing and recruitment and access to some e-learning platforms.**

2.9 There is a low risk that the University is unable to deliver material components¹ of one or more programmes. There are certain instances this may occur, i.e. unforeseen departure of key staff, damage to buildings or equipment. The risk to the continuation of study in these cases is moderate and the University has continuity plans to ensure alternative arrangements are made to ensure continuity of student study.

The measures that you have put in place to mitigate those risks that you consider to be reasonably likely to crystallise

3. Measures to mitigate risk

For areas relevant to the JEI that the University has identified as moderate or high risk, the following measures have been put in place to preserve the continuation of study.

3.1 Closure of a JEI programme

The University is committed to ensuring students are able to complete the programmes of study for which they have enrolled. The teaching out of programmes will be the preferred option should the JEI for any unforeseen reason (strategic, financial, regulatory) have to suspend or close a programme. In the rare event that teach out is not possible, for example because key members of staff have left and cannot be replaced, affected students will be offered the opportunity to transfer to suitable alternative courses within the JEI or within SUSTech. King's and SUSTech as JEI partners have committed to working in close collaboration to ensure a smooth transition for the JEI students in this case, which could include the offer of a SUSTech degree as well as a King's exit award.

3.2 Termination of the SUSTech-King's JEI

The University is committed to ensuring that students studying with the JEI are able to complete their programme of study. In the event of the termination of the JEI partnership, the following arrangements will be put in place:

- King's and SUSTech will agree the date of the final intake of students.
- King's and SUSTech will agree a teach out plan, which will include a schedule of the delivery of all modules on the programme, this will ensure that all exiting students have the appropriate opportunity to complete their programmes including resit opportunities.
- Students will be informed of the closure of the partnership and provided with details of the teaching out arrangements. Students will also be provided with details of how to access advice and guidance.
- Arrangements will be put in place to monitor student progression through the programme to ensure that students receive the appropriate advice and information during the remainder of their studies.

3.3 The University is unable to deliver material components of one or more JEI programme

The University will take all reasonable steps to mitigate the risk of being unable to deliver a material component of a taught course. These may include the hiring of additional staff, hire or purchase of equipment, relocation and/or rescheduling of teaching. Should the University not be able to deliver a material component of a programme, affected students may be offered a modified version of the programme or the opportunity to move to another programme within the JEI or within SUSTech.

¹ Please refer to the Government CMA guidance clause 4.11 on 'Material Course Information' for further information [Consumer law advice for higher education providers \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/671412/consumer-law-advice-for-higher-education-providers.pdf)

Information about the policy you have in place to refund tuition fees and other relevant costs to your students and to provide compensation where necessary in the event that you are no longer able to preserve continuation of study:

As students pay tuition fees to SUSTech, please refer to the relevant SUSTech documentation for information on tuition fee refunds and compensation.

Information about how you will communicate with students about your student protection plan

We will publish the JEI student protection plan on the University website. A link to the JEI student protection plan is also given in our terms and conditions supplied to offer holders. A board is in place to review the student protection plan as necessary. Any proposed changes to the plan will be approved by **Academic Board and Council**.

Should the student protection plan need to be activated, the University will take all reasonable steps to contact affected students and provide them with appropriate information, support and guidance in a timely manner.

The University will write to all affected students individually, with the following information:

- Reason why the student protection plan is being implemented
- Implications for the students' planned programme of study
- The options available to the student
- Arrangements for accessing support and guidance
- Where to get more information
- Details of meetings with staff to discuss issues, on a one-to-one basis and collectively who to contact to get independent advice (the University will liaise with the Student Union)

The University will also take appropriate steps to ensure that the information available to prospective students is updated to reflect the closure of courses. The University will write to all applicants, with the following information:

- Reason why the student protection plan is being implemented
- Implications for the applicants' planned programme of study
- The options available to the applicant
- Arrangements for accessing support and guidance
- Where to get more information

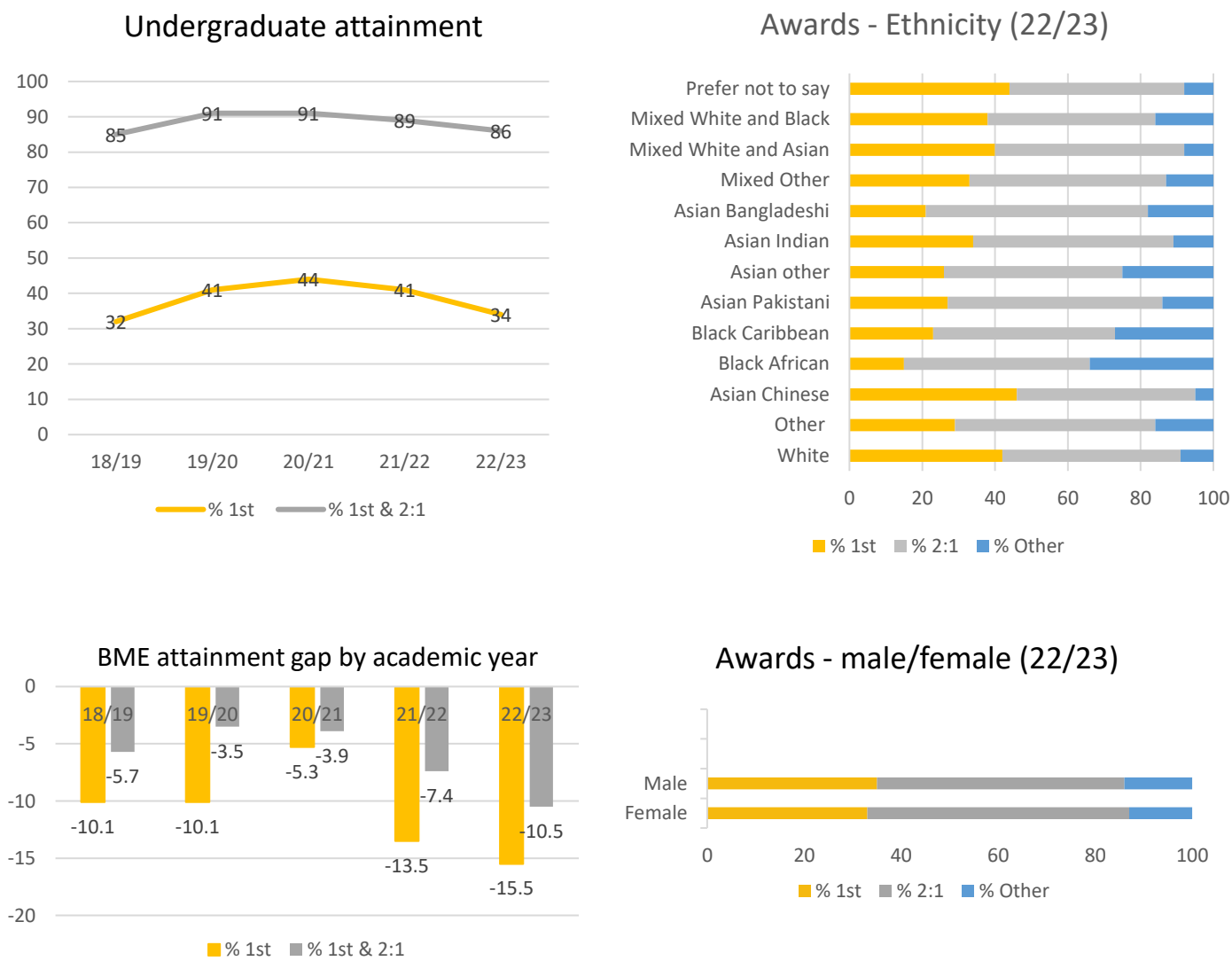


Degree Outcomes Statement 2024/25

Undergraduate Student Numbers

Undergraduate student numbers at King’s continues to grow year-on-year, though a conscious decision was made to slow growth for 2022/23 (2019/20 the university enrolled 29,356 students, compared to 2022/23 with 34,496 students enrolled).

Institution Degree Classification Profiles¹



¹ Undergraduate attainment table: As part of their work updating to the new HESA Data Futures system, the Analytics Office has updated their data analysis. The largest change is that Intercalated undergraduate courses are no longer included in the calculations; this means historical data shown for previous years’ published statements may not match this statement.

BME attainment gap by academic year: In most years there is a <2% discrepancy in the numbers presented in previous years, with the exception of 2021/22 where there is a 2.5% increase in the BME attainment gap for 1sts. These differences are to small changes made in the way the data is organised in the new HESA Data Futures system.

In 2022/23 the number of students achieving good honours decreased by 3% and in 1st honours decreased by 7%. In the previous four years, the percentage of students achieving a good honours degree was consistent and remained within 5% although the number of 1st class honours increased by 9% between 2018/19 and 2019/20². There was an increase in the BME attainment gap for the award of 1st class honours to 15.5% in 2022/23 from 13.5% in 2021/22. The Power BI Dashboard for Ethnicity has been updated for 2022/23, this has seen the removal of the 'Black British' category which has been replaced with 'Black African' and 'Black Caribbean'. The Ethnicity attainment gap for the award of 1st class honours has grown by 5% or more for Asian Bangladeshi, Asian Chinese, Asian Indian, Asian Other, Asian Pakistani, Other, Prefer not to say and White students. The table below shows the rate of 1st class honours awarded by Ethnicity for 2022/23 and 2021/22:

	2022/23 % 1st	2021/22 % 1 st
Asian Bangladeshi	21%	29%
Asian Chinese	46%	41%
Asian Indian	34%	42%
Asian other	26%	43%
Asian Pakistani	27%	32%
Black African	15%	18%
Black Caribbean	23%	23%
Mixed other	33%	N/A
Mixed White and Asian	40%	N/A
Mixed White and Black	38%	N/A
Other	29%	43%
Prefer not to say	44%	54%
White	42%	49%

The University's Attainment Workstream of the Access and Participation Plan 2020-2025 is undertaking further work to close the attainment gap and the University is reviewing and enhancing its inclusive education initiatives.

The rates of 1st and 2:1 degrees awarded will be kept under close review so that the University can continue to ensure the standards of its awards.

The impact of Covid-19

Data suggests that the mitigations put in place for managing the Covid-19 pandemic have contributed to the increase in good honours in 2019/20 and 2020/21. For example:

- In 2019/20, 2% of students were upgraded to the next classification due to the safety net average;
- In 2020/21, 2% of students from across 16 programme cohorts benefited from cohort mitigation measures;
- In 2020/21, 1% of students benefitted from the combination of the safety net and cohort mitigation.

² This is believed to be due to the mitigations put in place for managing the Covid pandemic e.g., change in assessment format, change in borderline rules, changes in how we managed mitigating circumstances etc.

Whilst these measures benefitted a small percentage of students, it is thought that other changes related to assessment had a wider impact on student attainment and degree classification. Further information about the variety of mitigation measures put in place can be found [below](#).

The rates of 1st and 2:1 degrees awarded will be kept under close review so that the University can continue to ensure the standards of its awards. The previous safety net and cohort mitigation measures are no longer applied to new cohorts and programme teams have been revising assessment methods for 2022/23.

Deferrals and Awards during the covid period

Academic year	% of awards conferred <i>after</i> Assessment Period 3	% of these awards 1st and 2:1
2018/19	15.3	62.3
2019/20	14.3	76.5
2020/21	16	72.8

When reviewing the increase in good honours over the last two years (due to the context of Covid-19 and the mitigations put in place), consideration has been given to whether there has been any impact of students deferring assessments to Assessment Period 3, and therefore spreading out their assessment. The number of finalists deferring beyond Assessment Period 2 (the summer assessment period) has remained consistent. Of the awards conferred after Assessment Period 3, there has been an increase in the number of students achieving good honours. This is in line with the overall undergraduate attainment profile above.

Assessment and Marking Practices

The University Marking Framework gives guidance to markers on their marking practices and a choice of models to use. As part of their regular review cycle, an [Academic Standards Sub-Committee \(ASSC\)](#) working group was set up in 2018/19 to review the University marking models. The working group recommended a [new Marking Framework](#) which was approved by the College Education Committee (CEC) in 2021 and has been piloted in 2022/23. The new Marking Framework introduces a step-marking scheme which is recommended for all assessments where markers use their academic judgement. A number of departments have been piloting the scheme and a review will now be undertaken to determine whether a move to banded grades results in a more consistent marking approach.

A number of mitigating measures and changes to the assessment landscape were put in place in 2019/20 and 2020/21 to ensure that no student was disadvantaged academically by the impact of the Covid-19 pandemic. In 2021/22 we then moved back to pre-pandemic regulations and practices. Examples of mitigation measures implemented in 2019/20 and 2020/21 include:

- A move from timed exams taken in a traditional exam hall setting to online exams taken within a 24-hour window. Some faculties reported that this contributed to an increase in marks.
- A redesign of assessment formats, including the consolidation of assessments so as to manage overall volume and alternative assessment formats to ensure suitability for remote assessment.
- An enhanced process for mitigating circumstances and assessment deferrals, including the removal of the requirement for evidence. In 2020/21, 9070 undergraduate students submitted requests for 24,715 elements of assessment, and the acceptance rate of requests was 91%.
- In 2019/20, the application of the 'Safety Net' to students whose average from 15 March 2020 was lower than the average of their summative grades from earlier in the academic year, or from the previous academic year if appropriate.

- In 2020/21, cohort outcomes for each programme were reviewed against the 3 academic years preceding the pandemic and where the 2020/21 average was found to be lower, grades were moderated upwards.
- [Modifications to the 2% upgrade rule.](#)

External Examiners were complimentary about the University's response to the Covid-19 pandemic in their annual reports, which they felt was fair and appropriate. The annual report template was revised to gather opinions from External Examiners, and assurance was given that the measures implemented had not impacted academic standards overall. For example, an External Examiner in Arts and Humanities commented 'even in these circumstances, the assessment process was rigorous and remained appropriate to the programme's overall learning aims and objectives'.

During 2022/23, the following activities were/continue to be undertaken:

- An evaluation of the 2021/22 pilot with TeamCo, which offered a mixed model of online assessment and in-person invigilation, to assess for wider utilisation;
- As of 2021/22, evidence is now required for all mitigating circumstances and deferral requests. A working group under ASSC has been set up to review the existing University policy around mitigating circumstances;
- From 2022/23, [revised academic regulations](#) were introduced that included new rules around undergraduate progression and award. These rules have been modelled and it is not anticipated that they will contribute to grade inflation, but this will be kept under review;
- A working group under ASSC has been set up to review the existing University policy and procedure around academic misconduct;
- Following the [pilot of the new Marking Framework](#), a revised, final policy will be developed, with the anticipation of a recommendation for University-wide implementation in 23/24.

External Examiners

External Examiners attend all Assessment Sub-Board (ASB) meetings where results and award classifications are reviewed, discussed, and ratified. A summary of the annual reports submitted by External Examiners, including their views on how the academic standards of our programmes compare with the wider sector, are submitted annually to the ASSC.

King's has participated in Advance HE's External Examiner professional development programme and, since 2017/18, 66 staff have attended External Examiner training.

For 2022/23, the following new roles have been appointed:

- University Chief External Examiner role
The role will have a broad, strategic remit and will sit on ASSC. The role will review the University's award data and contribute to discussions on any perceived grade inflation, including providing advice on sector comparisons and offering external oversight.
- Faculty Chief External Examiner role
The role will sit on the corresponding Faculty Assessment Board (this will be decided by the faculty and will be undergraduate, postgraduate or both). The role will have oversight of Assessment Sub-Board practices, review External Examiner reports, and contribute to discussions with external oversight.

Programme approval

All programmes are mapped against the [Framework for Higher Education Qualifications](#) at the point of programme approval. Additionally, programme approval procedures ensure that there is consideration of relevant [Quality](#)

[Assurance Agency \(QAA\)](#) subject benchmark statements during the development of the programme. Subject benchmarks are also re-visited during the process of programme review. King's makes use of external expertise during the programme approval and review procedures, asking external specialists to review the programme and module documentation to confirm that sector reference points are/continue to be met.

Externally accredited programmes

King's has 64 undergraduate programmes accredited and/or registered by a range of external organisations and professional, statutory and regulatory bodies (PSRB).

Academic Integrity

King's has signed up to the [QAA's Academic Integrity Charter](#). The charter represents the collective commitment of the UK higher education sector to promote academic integrity and take action against academic misconduct.

From 2018/19 to 2020/21, the number of academic misconduct cases reported across the University increased by 35%. Discussions at Assessment Sub-Boards have noted their belief that the context of the Covid-19 pandemic contributed to this increase.

Academic Governance

The academic governance structure at King's is described [here](#).

Within the structure, ASSC is responsible for overseeing the University's assessment process and advising on;

- the strategic development of assessment policy and regulation;
- the level of University compliance with the assessment framework;
- the extent to which assessment policies are transparent, fair impartial, and consistent.

Assessment Boards (ABs) scrutinise faculty, department and programme level award data and report their analysis to ASSC, with consideration of the attainment of BME or disabled students or other groups facing disparities in attainment. All issues identified in the report are discussed and actions assigned. ASSC also considers sector developments relating to assessment and academic standards and revises or develops assessment policy and practice accordingly. Subject level Assessment Sub-Boards (ASBs) scrutinise results and ratify awards. ASBs do not have discretion when deciding borderline awards, which are calculated according to a set of rules known as the 2% rule.

Where a programme is jointly awarded with a partner institution, the University ensures that there are satisfactory arrangements in place for the assessment of the student's performance whilst attending the partner institution. Regulations and External Examiner oversight are negotiated between the institutions involved, to ensure the academic standards of the programme remain robust.

Degree Algorithm

All undergraduate student awards are calculated using the [degree algorithm \(C-score\)](#). The [new 2022/23 academic regulations](#) stipulate that the undergraduate first year is removed from the degree algorithm. In 2019/20, this was accelerated as part of the Covid-19 mitigation measures and was continued in 2020/21 and 2021/22 before being implemented via the academic regulations in 2022/23. Checks were carried out during summer 2022 to ensure finalists who started their programme in 2019/20 were not disadvantaged by not including the first year marks, and where it was found that the inclusion of the marks would have meant a higher classification, the marks were then included.

Students receive an automatic upgrade to the higher classification if their C-score is within 2% of a higher classification boundary (68/58/48) and where at least 60 credits at level 6 (level 7 for Integrated Masters programmes) or above are in a higher classification, in a minimum of two modules (2% rule).

As part of the Covid-19 mitigation measures, this rule was extended as follows:

- In 2019/20, if a student's final C-score fell into a borderline zone between classifications and the existing rules did not result in an upgrade, an additional 'safety net' provision was put in place to see if the 60 credits required could be found at level 5 or above in a given year. 3.4% of students qualified for an upgrade via this modification;
- In 2020/21, the 2019/20 arrangements were maintained and the upgrade rule was extended to require 45 credits in the higher classification boundary rather than the usual 60 credits. 3.8% of students qualified for an upgrade via this modification.

The following table outlines how these mitigations impacted the 2% rule for award outcomes during the covid-period:

Academic year	% of awards that were upgraded to the higher classification due to the 2% rule
2017/18	10.2
2018/19	10.3
2019/20	12
2020/21	9.8

Teaching Practices and Learning Resources

Supporting teaching practices

In 2017, an education and learning development team ([King's Academy](#)), was established to support all staff in:

- developing curriculum and assessment;
- developing and reflecting on teaching practice and gaining recognition;
- providing learning development opportunities to students;
- building communities, networks and disseminating innovation; *and*
- supporting inquiry into pedagogic scholarship and research.

At the core of this work is the Learning & Teaching Development programme, the GTA Development Programme and the HEA Recognition Scheme. Led by the goals of the Education Strategy, [King's Academy](#) is embedding assessment for learning and active learning at the heart of our teaching practices with a current project of supporting staff with designing Curriculum 2029 and our ambitions for an inclusive education providing research enhanced teaching and service-learning opportunities.

The Centre for Technology Enhanced Learning and King's Online supports staff with digital education and the design of their online programmes.

Learning resources

The [King's Education Strategy 2017–2022](#) makes a commitment to continue investment in formal and informal, innovative, and digitally-enabled learning spaces. Projects include:

- a £47m investment to develop accommodation for a new department of Engineering, which has now been completed for use in 2022/23;
- a clinical skills laboratory at our Denmark Hill campus;
- a £20m development undertaken with the Clinical Research Facility in Denmark Hill, along with King's Health Partners and the Wellcome Trust.

Over the period of this review, the Libraries & Collections Service has;

- introduced a new reading list system with improved operability, accessibility and list analytics, and continued to support academics in the pedagogical design of reading lists;
- expanded the 1-1 literature searching support service, offering both online and in person appointments to students;
- introduced new packages on the University's virtual learning environment (VLE), such as 'Using Archive material and Special Collections material in your studies' and 'Evaluating and Appraising Information Sources';
- increased e-book packages and film streaming services and developed the University's print book collection, with more focus on diversity of resources to support inclusive education.

Identifying good practice and actions

- The [degree algorithm](#) is applied consistently to all students. Marks cannot be changed because of mitigating circumstances or as the result of an appeal.
- The [academic regulations](#) and [appendices](#) are reviewed annually to ensure they remain fair and fit-for-purpose.
- Every undergraduate student is allocated a personal tutor on enrolment and are encouraged to meet them at least once a term. Each faculty also has a senior tutor, who a student can approach if their personal tutor is not available. A review of the personal tutoring system is being undertaken.
- The [What Works Department](#) was established in 2018, following a successful two-year project that demonstrated the power of the behavioural insights and what works approach in driving social mobility and student success at King's.
- The Race Equity & Inclusive Education Fund has awarded £96,386 to over [16 different projects](#) that aim to address racial inequality or create a more inclusive student experience.
- The Student Success Department launched the [Conversations about Race \(CAR\) project](#) in 2019-20. CAR supports faculties to become more aware of students' experiences with race and informs faculty action plans to close the attainment gap. In 2020-21 12 sessions took place with 270 students and staff members.

The data included in the section 'Institutional Degree Classification Profile' will be revised annually. All other sections will be reviewed every 3 years or if there is a significant change to report.

Report of Staff & Culture Strategy Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Thriving Staff Community – Update on Activities and Actions	24 June 2024	Yes	Note

To Note

1. Thriving Staff Community – Update on Activities and Actions

The Committee received a comprehensive update on activities within HR as they are beginning to develop a people strategy, establish priorities and identify actions and associated metrics. Once set, these will provide a framework for oversight and governance. **See Annex 1.**

Lan Tu
Chair
July 2024

Introduction

Vision 2029 sets out bold ambitions for the future of King's, with a prominent commitment to build a high-performance culture across the university and invest in the future of our staff so that they can flourish. In developing King's Strategy 2026, our commitment to build a thriving staff community has been elevated to one of four fundamental priorities that we believe to be critical to our success in delivering Vision 2029.

King's Strategic Vision 2029: to make the world a better place		
Strategy 2026 Responding to our new reality to deliver the ambitions of Vision 2029		
A Thriving King's Staff Community We will support our staff to develop their potential within a positive and inclusive culture		
Inclusion & Belonging We will build a thriving, diverse and inclusive community where all feel that they are respected and belong	Wellbeing & Engagement We will measure and improve our support for staff wellbeing and engagement	Development & Progression We will develop and empower our staff to build their chosen careers at King's and beyond

Inclusion and Belonging

Community networks

There are five staff community networks at King's; Access King's (disability inclusion), Elevate (gender equality), NEST (Network for Parents and Carers), Proudly King's (LGBTQ+ inclusion) and REN (Race Equality Network). The networks are led by chairs and supported by a committee, all of whom are volunteers.

The networks fulfil numerous roles. For many staff they are a support network, which increases their sense of belonging and enables them to flourish at King's. For other members of the King's community, they are a source of education and information. The networks also influence policy and practice, from sitting on recruitment panels to being members of the EDI forum. The networks have access to a budget and are supported by the EDI function with regular check-ins. We have also recently secured discounted catering for network events, as well as training for chairs.

We have seen significant growth across the networks over this academic year. Access King's has gained 75 new members and Proudly King's has secured additional spots in this year's Pride London march.

The support networks offer our staff community is invaluable. NEST runs drop-in sessions for those with caring responsibilities, REN is a trusted space for colleagues to share their lived experience and Proudly King's has added an exercise series, book club and board game socials to its offer.

Networks take a lead role in marking awareness and celebration days. For International Women's Day, Elevate ran a series of events including a panel discussion on flexible working at King's, and REN hosted a film screening about an Asian suffragette's fight for voting rights. Our networks take an intersectional and collaborative approach, for example, during Trans Visibility Week, Proudly King's worked with the Chaplaincy to hold a Trans Day of Remembrance service in the chapel. Networks also work hard to provide educational resources to the King's community. Access King's ran a series of campaigns (UK Disability History Month, Neurodiversity Celebration Week and Global Accessibility Awareness Day) and Proudly King's delivered lunch and learn sessions, as well as a number of events for LGBT+ History Month.

Pay Equity and Pay Gap Reporting

King's published gender pay gaps based on 2023 data in March 2024 in line with our statutory obligation. A much more extensive report which extends gender pay gap reporting but also adds the same reporting level for ethnicity pay gaps has been prepared for University Executive and will be reviewed in June. We expect to publish this report internally and externally following UE review. King's has chosen to adopt the guidance published by HM Government in 2023 relating to ethnicity pay gap reporting. This guidance means that organisations choosing to report on ethnicity, such as King's, will be able to compare results and reporting will now be at a more granular level rather than the binary (White / BAME) approach typically taken in the past. There remains no legal obligation to report ethnicity pay gaps.

We have reported reduced gender and ethnicity pay gaps for 2023 although bonus gaps show varying results after unusual results in 2022 resulting from flat rate payments to many people being included. Our headline numbers compare well with many peers but we know our numbers are affected by our policy of insourcing many Estate and Facilities roles that peer organisations choose to outsource. In general terms, our gender results are helped and ethnicity results are hindered by this policy. We will be releasing faculty and directorate level results to all substantial areas in the coming weeks to enable local plans to be developed and refined.

While pleased to be reporting a trend of progress, we are not complacent and remain focussed on ensuring we continue to make decisions that ensure all our people, regardless of characteristics, have the opportunity to reach and be rewarded for their full potential. Work on the March 2024 results will begin soon and we will examine disability pay gaps in addition to gender and ethnicity for the first time.

For a further detailed breakdown of this data please see [appendix 1](#).

Workload

Our commitment is to listen to staff needs and simplify systems and processes. This work is being led centrally through the Simple Nimble Effective portfolio. In addition, there are initiatives in each Faculty to understand and address the drivers of excessive workload.

One of the main vehicles for addressing issues around workload is effective planning of resources through the 3-year integrated planning process (IPP) jointly led by the SVPs Academic and Operations, working to an agreed financial framework overseen by the CFO and the University Council.

The IPP identifies how resources are allocated against plans for student recruitment and education, research and innovation and other strategic priorities. The allocation of resources and ambitions for each Faculty are agreed through the planning cycle with specific strategic reviews commissioned

where necessary to deliver transformation within key areas. The 2024/25 IPP sets the resource allocation for the next 3 years and is more integrated, more transparent and has had more engagement than in previous years, with a commitment to continue this trajectory in future years.

While the IPP addresses the total workload at the level of Faculty and School, individual workload is often the issue reported within the staff survey. A multi-faceted approach is needed within complex systems to optimise individual workload. Faculties are all at various stages of development of a transparent and appropriate workload allocation model (WAM) to monitor and allocate the work needed to deliver the strategy. Key to successful development and implementation of a WAM is clear and consistent communication around expectations, culture and transparency.

For example, NMPC have taken time this year to explore the issues which lead to excessive workload and have developed action plans to address specific areas around education, research and other activity. A new leadership role of Associate Dean People and Talent leads on the Faculty response around workload, with Communications and Executive support to deliver the action plans.

Most Faculties have a form of Workload Allocation Model with a clear governance structure within the Faculty to assign tariff to different activities and provide a transparent framework for individual discussions during PDR and allocation of new work. Where this is still in development, Faculties are prioritising this activity and sharing good practice.

WAMs are obviously only one tool within a multi-faceted approach that includes competent line management, reviews at team and individual level of the priority activities, a collaborative culture where work is shared, delegated and moved around the team to allow effective delivery, staff development at every level, flexible working arrangement where appropriate, open communication and two-way feedback channels, and access to appropriate support functions, systems and processes.

We still have work to do across King's to continue to create consistent conditions for success.

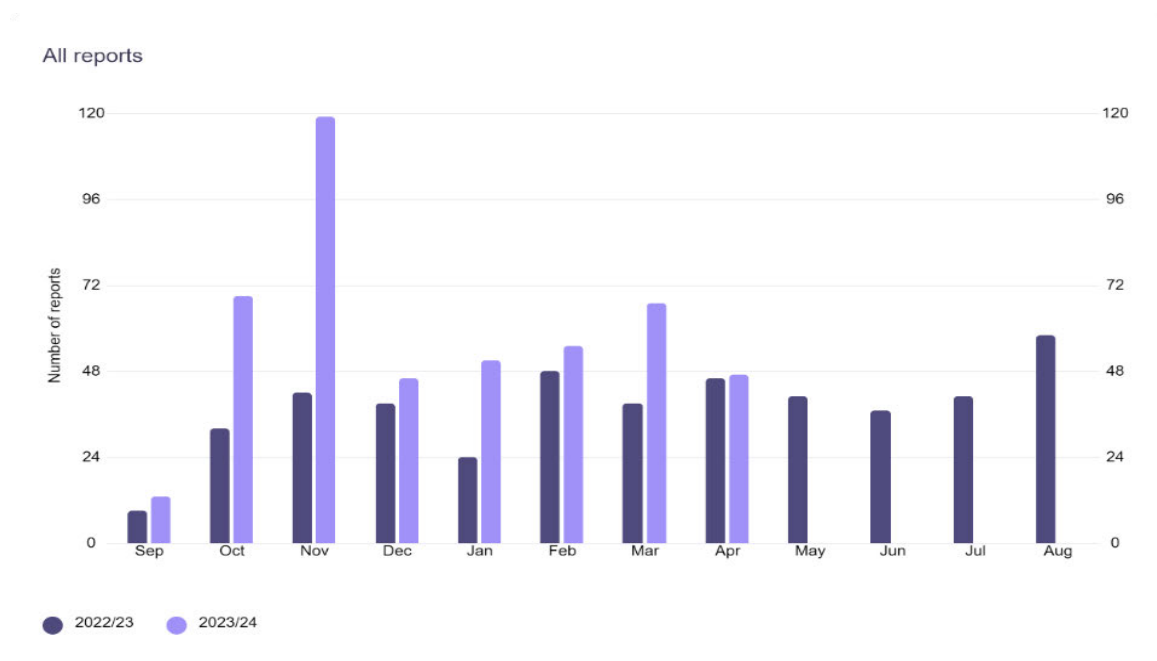
Report and Support

The Staff Survey showed that 11% of staff have experienced bullying or harassment and 18% have witness bullying and harassment.

Preventing and addressing bullying and harassment is a key part of the institutional action plan in response to the Staff Survey and our ambitions to build a thriving staff community and enable student success. Significant work has already taken place in this area in the last twelve months, including:

- Piloting new training for line managers on how to tackle bullying and harassment
- Increased communications to raise awareness of Report + Support
- Additional investment in roles under Thriving Staff Community
- Revision to the Non-Academic Misconduct Policy and Student Complaints Policy
- Redrafting the King's Community Charter.

Report + Support: The University launched its new reporting tool, Report + Support, in September 2022.



Between 1 September 2022 and 31 August 2023, King's received 456 reports - 210 named and 246 anonymous. Reports were largely from students (267) and staff (121) with a small number made by visitors, agency workers, or those that preferred not to disclose their role. Reports summarising the first year of Report + Support data for Faculties and Professional Services Directorates have been produced and have been used in conjunction with local Staff Survey Action plans to inform work in this area.

As of the beginning of May, King's has received 467 reports for the 23/24 academic year, already exceeding the 455 submitted in 22/23. The significant number of reports received in November can be attributed both to reports relating to Israel/Gaza and the response to the 'Anti-Bullying Week' comms campaign that ran mid-November and included a poster campaign, news articles on the student App, King's Essentials, the intranet and use our Staff Networks.

The sustained number of increased reports per month suggests that knowledge of Report + Support has grown in our staff and student communities, and that they are increasingly confident to use it as a tool to access support.

There are also soon to be new legislator and regulatory changes that we can report on as required and further information on these is contained in the full report in [appendix 2](#).

Wellbeing and Engagement

Wellbeing activity:

A range of activities are available to Kings colleagues to raise awareness and offer support to manage positive wellbeing and mental health strategies in the workplace. We are aware that this type of support needs to be varied, offered in a sensitive way and help to build trust with our workforce.

- Mental Health First Aiders: Collaborating with Counselling and Mental Health Support Services, we're implementing a network of Mental Health First Aiders, complete with role

profiles, resources, and escalation processes. This will include creating role profiles, resources, escalation processes.

- Wellbeing hub: A new intersectional wellbeing SharePoint hub is being developed, containing key evidence-based health and wellbeing information to inform staff, including topics such as mental health, menopause, menstruation, men's health, women's health and more.
- Wellbeing Festival: In early 2024, we hosted our annual Staff Wellbeing Festival, a two-week celebration comprising a diverse array of online and in-person events dedicated to fostering holistic wellness. Over 70 tailored experiences, spanning mental, physical, and financial health, among other domains of wellbeing, were offered, with more than 600 staff members actively participating.
- Staff Wellbeing Network: Plans are currently underway to establish a new Staff Wellbeing Network, designed not only to advocate for wellbeing but also to foster connectivity and collaboration across the university community. This network will serve as a vital platform for supporting and raising awareness of the significance of wellbeing at King's, while also promoting a culture of interconnectedness and mutual support among staff members, as well as an opportunity to share best practice.
- Wellbeing events: In response to valuable feedback from staff members, we've transitioned towards a year-long approach, epitomised by our new Inclusion & Awareness Calendar. This intersectional initiative is designed to cultivate a thriving staff community by aligning wellbeing events with various awareness days and campaigns.

Kings 100

The King's Staff 100 panel is a diverse group of Academic, Professional Services, Teaching and Research staff, reflective of the King's community, brought together to provide insight, engage in debate and work together to shape the delivery of King's Strategy 2026 thriving staff community ambition. The tenth King's Staff meeting focused on Staff Professional Development. 100 members from across King's faculties and directorates met at the Great Hall to debate two key questions. The meeting began with three lightning pitches on the existing staff development opportunities at King's delivered by: Organisational Development, Centre for Research Staff Development and King's Academy. We then asked a series of questions for colleague to discuss together and make recommendations for what was working and what do we need to do differently.

Following this engaging session three recommendations were drawn:

- Create a single intranet portal that links out to all staff development opportunities (vs. the current scattergun approach)
- Promote more informal peer-to-peer learning and networking opportunities.
- Integrate development plans more consistently in the PDR process

These recommendations will be implemented by Organisational Development over the next four months.

Please see [appendix 3](#) for the full report.

Staff Communication

King's offers regular opportunities for staff to engage with colleagues in our wider community and find out more about the diversity of work we undertake. The key engagement channels include termly all-staff forums which are hosted in person and so include the added bonus of social interaction and connection over a cup of tea afterwards.

Visible leadership is one of the key themes for action in Staff Survey 2023 and these events are a regular opportunity to hear directly from our senior staff who both attend and participate.

We have been innovating our approach to these events. For our latest session, we introduced short TED-type talks covering a range of research and disciplines and this proved popular with both attendees and speakers.

This chance to directly hear from our academic experts provided additional motivation for how we continue to make a positive impact and a reminder that by supporting each other every one of us contributes to King's purpose of making the world a better place.

We had approximately 300 in-person attendees and 968 online. 145 watched back the recording. Over 60% of attendees said they'd recommend the session to colleagues with the majority of those who wouldn't recommend it due to the unfortunate issues we had on the day with sound quality.

Staff benefits:

King's Discounts was launched in December 2023, providing all staff with access to a great range of discounts on a variety of retailers, services and everyday spending. In the 3 months February to April just over 2,000 people used King's Discounts, spending £326k and saving £18k by doing so. Top retailers were Sainsbury's, John Lewis, AirBnB, Tesco, M&S and Ikea. As we end the initial period of introduction and settling, we will re-promote the opportunity to save money using this platform and highlight what is possible. Our usage is within what is expected for an organisation of our size but we know many people are not using the savings available to them.

In the five months since we launched our childcare subsidy in January we have paid over £325k to 390 parents of children up to three years old. We have committed to reviewing the subsidy after six months and will do this after the June claims have been approved. We will then make recommendations regarding any possible changes such as extending to cover the period until free hours start following third birthday. BusyBees have given notice that they will not renew the 20% discount currently offered to King's staff and this will stop in January 2025. We therefore expect c.70 current BusyBees users to begin to claim subsidy.

Development and Progression

Management training and development:

Over the past year, the Organisational Development team have continued to implement leadership, learning and professional development provision to support all colleagues from across the organisation. These include:

- Four management series – cohort programmes
- Four learning hubs – bitesize online learning
- Three leadership programmes – cohort programmes
- One bootcamp series

These dedicated learning pathways support personal, managerial, leadership, career and digital development, this supports approximately 5000 colleagues annually through welcoming them onto a course, webinar or programme. This is further supported through the formation and implantation of dedicated managerial series and the well-established leadership programmes delivered in partnership with King's Business School. The approach is to create an excellent learning experience bringing different colleagues together to build engagement, inclusion and build strong relationships between shared values and agendas.

Further information on this provision can be found in [appendix 4](#).

Academic promotions

For academic promotions there are two routes available, Education & Research and Academic Education Pathway (to recognise excellent educators). Annual rounds usually launch in the autumn with the closing date for applications in January. Panels sit in the spring and early summer with promotions active from August.

Key figures in relation to academic promotions reveal that in E&R over the last 5 years the trend has been a slight increase in applications, though Success rates continue at around 90%.

In AEP during the same time period the number of applications has quadrupled and success rates have increased from 82% to 90%.

The Academic Promotions Portal, which will be launched for the 2024-25 round, will improve the applicant experience and administration of the process.

Please see the spreadsheet in [appendix 5](#) for a detailed breakdown of applications and the number of these that were successful over the last 5 years (2019-2023).

Research Staff development

The Concordat to Support the Career Development of Researchers, or Researcher Development Concordat, was signed by King's in 2019. It outlines a set of key principles which underpin the working conditions and career development opportunities that should be offered to research staff and defines responsibilities of researchers in achieving their own potential. We continue to support the principles it espouses. We currently submit an external review and updated action plan for the HR Excellence in Research Award.

At King's, contributions to the action plan come from faculties and directorates and the plan is compiled by the Centre for Research Staff Development.

In recent years faculties and directorates have become more engaged with the principles within the Researcher Development Concordat, devising more initiatives that demonstrate that they are implementing those principles.

The action plan and updates are published on the CRSD's external website as required by HR Excellence in Research and UUK. The current plan, from 2022 to 2025, includes 62 actions, of which 40 were new at the start of the plan.

For further information please refer to the full report in [appendix 6](#).

Professional services

The *'Professional Services Staff Survey Update: How we are making progress together'* took place on the 25th April and was attended by approximately 500 colleagues from across the faculties and directorates to listen to updates on the work being carried out across the university to support our staff survey feedback.

During the presentation colleagues received updates on the great work being done in our Organisational development, Research Management and Innovation, IT and Students & Education Directorate departments. For further information on what was covered please see the PowerPoint presentation in the [appendix 7](#).

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