

King's College Council

Meeting date	20 January 2025
Paper reference	KCC-25-01-20-03
Status	Final
Access	Members and senior executives

Meeting of the King's College Council to be held on **20 January 2025 at 17:00 in the Council Room, King's Building, Strand Campus.**

Agenda

COMMUNITY STORY:

The meeting will begin with a 30-minute community story on the Associateship of King's College 1700

1	Welcome, apologies and notices		Chair	1730
2	Declarations of interests (to note)	KCC-25-01-20-02	Chair	
3	Approval of agenda	KCC-25-01-20-03	Chair	
4	Unanimous Consent Agenda , including:	KCC-25-01-20-04	Chair	
	4.1 Minutes of the Previous Meeting	KCC-25-01-20-04.1		
	4.2 Council Rolling Calendar of Business	KCC-25-01-20-04.2		
	4.3 Actions Log	KCC-25-01-20-04.3		
	4.4 Minutes of Academic Board meeting 11 Dec 2024	KCC-25-01-20-04.4		
	4.5 Modern Slavery Act Annual Transparency Statement (to approve)	KCC-25-01-20-04.5		
5	Matters Arising	Verbal	Chair	
6	Report of the Chair	Verbal	Chair	1740
7	Report of the Vice-Chancellor & President			1750
	Summary Report on Key Issues	KCC-25-01-20-07	Vice-Chancellor	
8	Strategic discussion			1810
	8.1 Committee Chairs reflections	KCC-25-01-20-08.1	Committee Chairs	
	8.2 Update on Strategy 2030	KCC-25-01-20-08.2	Vice-Chancellor	
9	Report from GNC			
	Governance Review Implementation Update (to approve)	KCC-25-01-20-09	Chair of GNC	1850
10	Any other business	Verbal	Chair	1910
11	Meeting reflections	Verbal	Chair	1915
12	Meeting Adjourned			
13	In camera meeting of Chair, Independent Members, Vice-Chancellor, University Secretary			1920

Lord Stevens
January 2025

AKC

20

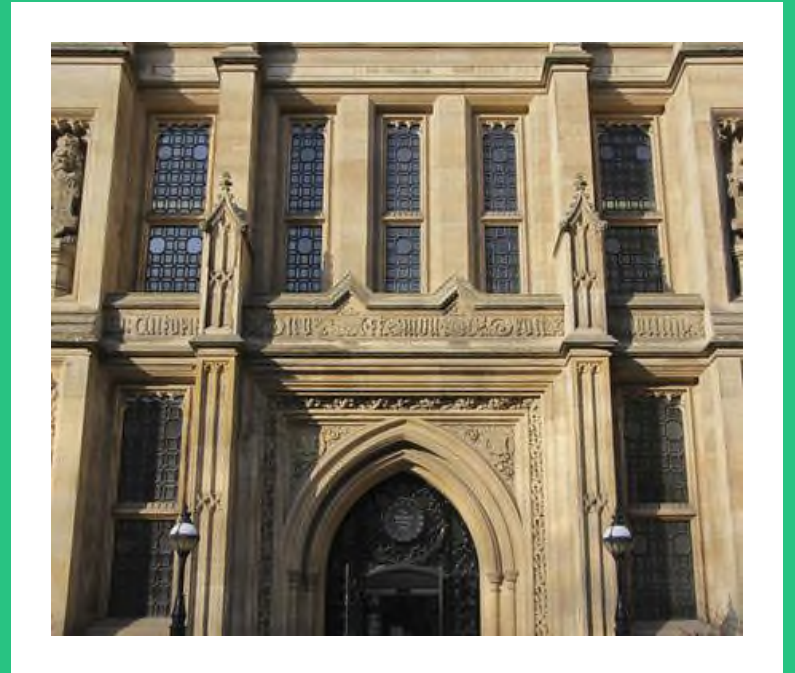
· SANCTE · ET · SAPIENTER ·

The Associateship of King's College (AKC) is the University's original award or degree qualification equivalent. Its origins date all the way back to King's beginnings in 1829.



Initially a three-year course comprised of divinity, mathematics, classics and English, the AKC has evolved to ask wider ethical and modern philosophical questions.

These range from musings on the divine, dreams and religion, to timely topics like free speech and cultural attitudes to mental health across the world.



4,654 enrolled this academic year

By year

1 st Year on AKC	3,549
2 nd Year on AKC	1,105

By type

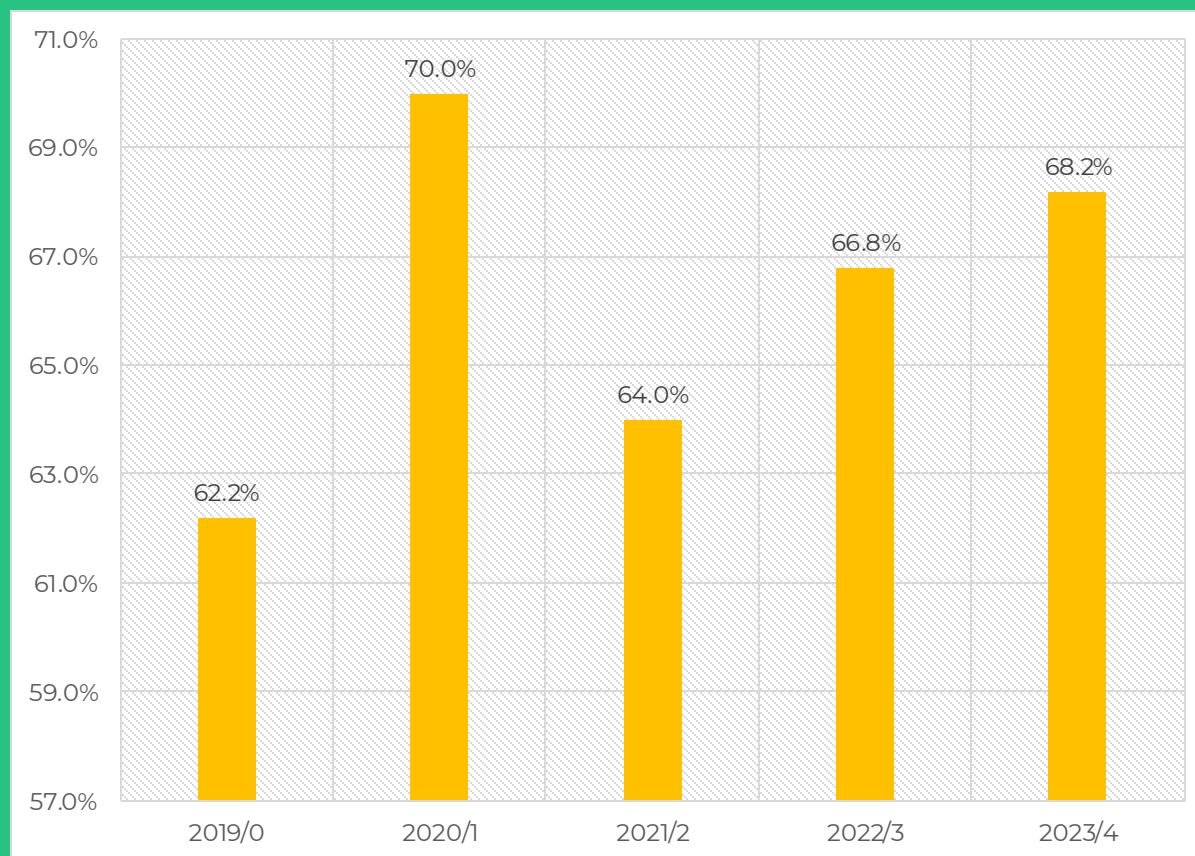
Students	4,441
Staff	116
Alumni	97



Enrolment trends



Completion rates



A Thriving Staff Community

“Really thought provoking.
Challenged some of my
assumptions. Great to feel part
of the King's learning
community as a member of
staff.”



· SANCTE · ET · SAPIENTER ·

Knowledge with Purpose: Service and Impact

AKC Volunteer Pathway

with King's Volunteering

23/24: ~**216** hours logged

24/25: ~**336** hours projected

Charities include:

The Samaritans


St John's Ambulance

King's Legal Clinic


My Black Dog

· SANCTE · ET · SAPIENTER ·

Sustainable Research and Innovation Excellence



Series 1, Lecture 9
**Universities at
the Crossroads
of a Changing
Society—A View
from the Vice
Chancellor's
Office (or, What
Should a Vice Chancellor
Do?)** Professor Shitij Kapur 04.12



AKC




Series 1, Lecture 6
**The Right to
Peace** Dr Maria Varaki

Join us on Monday November 11th
at 12noon in the Safra lecture
theatre .




AKC




Series 1, Lecture 4
**Free Speech
Against a Faith -
When the Faith is
Not Ours** Professor Satvinder Juss


Join us on Monday October 23rd at
12noon in the Safra lecture theatre.



AKC



Series 1, Lecture 8
**Colonial
Cartography in
Palestine and the
Decolonising
Potential of
Counter Maps** Zena Agha



AKC

Enabling Student Success



“I had to interrupt my midwifery studies. The AKC team allowed me to continue studying the AKC which afforded me a valuable lifeline ... helping me to keep up with some academic study while I coped with my health.”

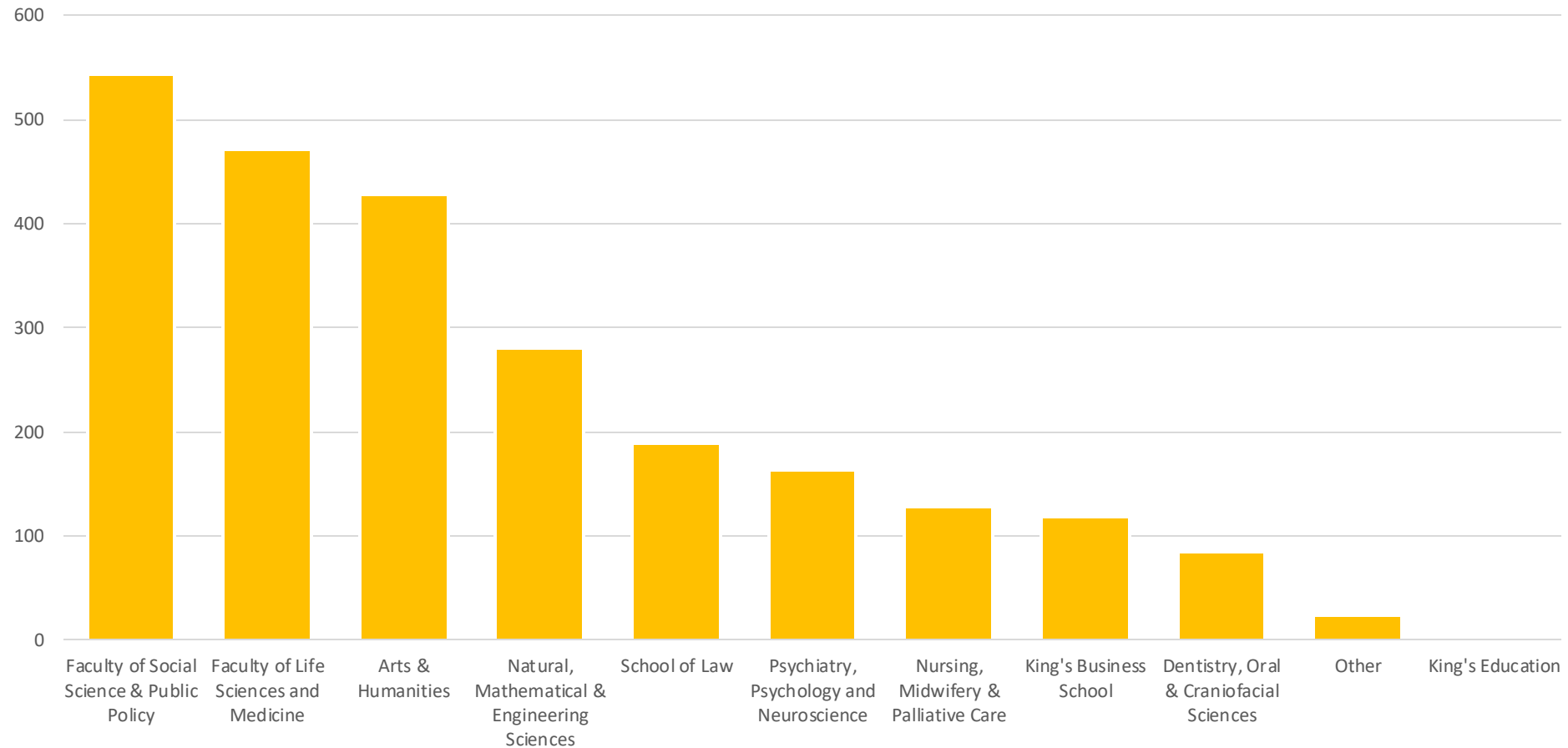
· SANCTE · ET · SAPIENTER ·

Ujjwala Singh, LLB Student

Naadir Qazi, BA Student



Increase Enrolment across Faculties



Reach Out to Target Markets Abroad

Country of Domicile	Count	Percentage
United Kingdom	1,391	57%
China	200	8%
India	98	4%
Singapore	85	3%
United States of America	60	2%
Hong Kong	54	2%



Increase Alumni Engagement

AKC now free for alumni

AKC graduation

Enrolment by type

Students	4,441
Staff	116
Alumni	97



Maintain Value for Money

	2019-20	2020-21	2021-22	2022-23
Student enrolments	2,645	4,008	4,352	3,739
Staff enrolments	75	100	89	118
Alumni enrolments	58	89	95	88
AKC staff costs	£ 176,783	£ 177,737	£ 190,182	£ 266,544
Non-pay costs	£ 9,465	£ 5,805	£ 11,152	£ 14,525
Total costs	£ 186,248	£ 183,542	£ 201,334	£ 281,069
Income	£ 31,668	£ 42,664	£ 50,599	£ 47,617
Cost per enrollee including income	£ 58	£ 35	£ 35	£ 62
Cost per enrollee excluding income	£ 70	£ 46	£ 46	£ 75



AKC

We wish to thank Amy Merriman, Aaron Hubbard, Naomi Bignell, Martha Irwin, Zak Evans, and the InTouch team for input and/or material used in this presentation.

Thank you



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.

Name	Title	Interest	Position Held	Held Until
Clare Sumner	Independent Member	Premier League (from 8 January 2024)	Chief Policy Officer	Date
Donna Catley	Independent Member	Diploma PIC	Chief People Officer	Date
		Labour Party	Member	Date
Jon Coles	Independent Member	United Learning Trust		Date
		Education Policy Institute Advisory Board	Chair	Date
Jon Zehner	Independent Member	Arnold House School	Member of the Board of Governors	Date
		Cambridge Land Economy Advisory Board	Trustee	Date
		Montagu Mansions Freehold Limited	Board Member	Date
		African Parks Foundation UK	Chair	Date
		ULI Charitable Trust	Trustee	Date
		LaSalle Investment Management		Date
		Vukile Property Fund		Date
		Urban Land Institute	Trustee	Date
Kim Piper	Dean for Education FoDOCS & Professor of Oral & Maxillofacial Pathology & Academic Director (Student Success), King's College London	Health Education England	Training Program Director for Oral & Maxillofacial Pathology	Date
		National ARCP and Recruitment	Member	Date
		Blended Learning group for Dental Therapy for HEE	Joint Chair	Date
		Royal College of Pathologists	Chair of Examiners and QAA	Date
		Royal College of Surgeons	SAC Member and Clinical advisory group	Date
		International Association of Dental Research	Group Program Chair	Date
		British Society of Oral & Maxillofacial Pathology Executive Committee	Co-opted member	Date
		UCAT		Date
Natasha Awais-Dean	Head of Research Operations (RMID) and	Society of Jewellery Historians	Trustee and Member	Date
		Arts Council England	Expert Advisor (Export Licensing Unit)	Date

Name	Title	Interest	Position Held	Held Until
	Visiting Research Fellow (History), King's College London	Berkhamsted Swim Club (voluntary)	Co-Chair	Date
		Swim England (voluntary)	Official	Date
		Society of Renaissance Studies	Member	Date
Nhuoc Lan Tu	Vice Chair	Shawbrook Bank Ltd & Shawbrook Group Plc	Senior Independent Director	Date
		WNS Holdings	Non executive director	Date
		Paypoint Plc	Non executive director	Date
		Lonsdale Road Management Company Ltd	Director	Date
		Self-employed Consultant	Advisor to Mental Health at Work CIC	12.2023
Paul Cartwright	Independent Member	King's College London Mathematics School	Governor	Date
		West Hertfordshire Teaching Hospitals NHS Trust	Chaplaincy volunteer	Date
Rachel Mills	Senior Vice President (Academic), King's College London	King's Maths School	Trustee	Date
		University of Southampton	Visiting Professor (unpaid)	Date
		Centre for Environment, Fisheries and Aquaculture	Non executive director	Date
		Royal Society of Chemistry	Member	Date
		Royal Society of Biology	Member	Date
		Challenger Society for Marine Science	Member	Date
Ron Kerr	Independent Member	Guys and St Thomas' Foundation	Vice-Chair	Date
		Guy's and St Thomas' NHS Foundation Trust	Advisor to Board	Date
		Guy's and St Thomas' Enterprises Ltd	Non executive director	Date
		NHS Providers	Chair	Date
		Royal Society of Arts	Member	Date
		Institute of Healthcare Management	Member	Date
		Ad hoc consultancy services		Date
Shitij Kapur	Vice-Chancellor & President, King's College London	Russell Group of Universities	Non executive director	Date
		Advisory Board of the Medical Research Future Fund, Australia	Member	Date
		International Advisory Council, SusTech University, Shenzhen, China	Member	Date
		Collegiate Council, University of London	Member	Date
		International Higher Education Commission	Commissioner	Date
		UUK Advisory Group on Free Speech & Academic Freedom	Chair	Date

Name	Title	Interest	Position Held	Held Until
Simon Stevens	Chair	UK Maritime and Coastguard Agency	Chair	Date
		Cancer Research UK	Chair	Date
		Commonwealth Fund of New York	Trustee	Date
Stephan Weiner	Independent Member	MediClinic Group Limited	Board Advisor, Chair of Finance Committee and Remuneration Committee	Date
		Crown Commercial Service	Non executive director and Chair of Audit Committee	Date
Steve Large	Senior Vice President (Operations), King's College London	Superannuation Arrangements of the University of London (SAUL) ¹	Employer Director	Date
		King's Talent Bank Ltd	Director	Date
		King's College London Business Ltd	Director	Date
		College Facilities Ltd	Director	Date
Tom Berry	Independent Member	Employers' Network for Equality and Inclusion	Trustee	Date
		MikeWorldWide London	Managing Director	Date
		Aequitas Global	Advisor	Date
		Sutton Grammar School	Teacher	Date
		With PR	EOT Trustee	Date
		Be Less Beige Ltd	Owner	Date
		Mental Health First Aid England	Non executive director	Date
		Glenthorne High School	Member of the Governing Body	Date
		One Question Ltd		Date
Vinay Jha	Independent Member	Culture Circle Ltd		Date
		Lloyds Banking Group	Data Director and Foundation Business Lead	Date
		Diligenta Limited	Chief Tech Officer & EMT Member	01.2024
		M&G Plc	Chief Innovation and Digital Officer	07.2024

¹ [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.]

Name	Title	Interest	Position Held	Held Until
Vivek Ahuja	Independent Member	Abrdn plc	Non Executive Director	Date
		The Royal Free NHS Foundation Trust	Non Executive Director	Date
		PZ Cussons Plc	Non Executive Director	Date
		NatWest Markets Plc.	Non Executive Director	Date
		Terra Firma Capital Partners Ltd.	CEO	30.04.2024

King's College Council	
Meeting date	20 January 2025
Paper reference	KCC-25-01-20-04.2
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:

Dr Sinéad Critchley
 University Secretary & Director of Assurance

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
- King's Edge plans

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
9 October 2024 AWAY DAY	Strategic focus meeting – full day	Discuss	Vice-Chancellor & Senior Executive Team
	Business meeting: VWB Decant 152-158 Strand	Approve Approve	AP Campus Futures VP Finance
18 November 2024 (Business focus) Council Room, Strand	Community story – PAIR experience	Discuss	Professor of Marketing, KBS
	<i>Financial Statements*</i>	Approve	Finance Committee
	<i>Update on Five-year Forward Plan for OfS*</i>	Approve	Finance Committee
	<i>Management Accounts</i>	Note	Finance Committee
	<i>Investment Subcommittee Annual Report</i>	Note	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 College Safeguarding Report*</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual Report of the ARCC</i>	Note	Audit, Risk & Compliance Committee
	<i>Internal Assurance Update</i>	Note	Audit, Risk & Compliance Committee
	<i>Annual Research Integrity Statement*</i>	Approve	Audit, Risk & Compliance Committee & Academic Board
	<i>Annual OfS Registration Report*</i>	Approve	Academic Board
	<i>Researcher Concordat Action Plan: 2024 Report*</i>	Approve	Academic Board
	Champion Hill	Note	Estates Strategy Committee & Finance Committee
	Bush House Southwest Wing OBC	Approve	Estates Strategy Committee & Finance Committee
	Committee memberships	Approve	Chair of Council/Chair of GNC
	KCLSU Returning Officer Report	Note	KCLSU
	<i>Annual Report of the Remuneration Committee*</i>	Note	Remuneration Committee

	Item	Council Action	Submitted By
20 January 2025 <i>(strategic focus)</i> Council Room, Strand	AKC community story	Discuss	TBC
	<i>Modern Slavery Act Annual Statement*</i>	Approve	Chief Procurement Officer/Audit, Risk & Compliance Committee
	Strategic discussion - Committee Chairs reflections - Update on Strategy 2030	Discuss	Committee Chairs Vice-Chancellor & President
	Report from GNC - Governance Review Implementation Update	Approve	Chair of GNC
	Unconfirmed minutes of Academic Board meeting	Note	Chair of Academic Board
31 March 2025 <i>(Business focus)</i> Council Room, Strand	Student/community story -TBC	Discuss	TBC
	<i>Annual Health & Safety Report*</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual report of the Chief Procurement Officer*</i>	Note	Audit, Risk & Compliance Committee
	<i>Enterprise Portfolio Management</i>	Note	Audit, Risk & Compliance Committee
	<i>Fellowships of the College</i>	Approve	Fellowships & Honorary Degree Committee
	Committees Terms of Reference Review	Approve	Governance & Nominations Committee
12 May 2025 <i>(Strategic focus)</i> Council Room, Strand	Student/community story -TBC	Discuss	TBC
	<i>Access and Participation Plan Monitoring Report*</i>	Approve	
21 July 2025 <i>(Business focus)</i> Bush House 8th Floor	Student/community story -TBC	Discuss	TBC
	<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
	<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
	<i>Membership & Searches</i>	Approve	Governance & Nominations Committee
	<i>Report on senior team performance and remuneration</i>	Discuss	Remuneration Committee
	King's Student Protection Plan	Approve	Academic Board
	JEI SUSTech Student Protection Plan	Approve	Academic Board

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
18-11-24	8	Strategic Discussion/Away Day reflections	Council requested to receive routine updates on King's Edge plans	This has been added to Council's Business Plan	Vice-Chancellor	Ongoing (routine reports)	Complete. Proposed for closure
18-11-24	9.1	Financial Statements	Broader reflection of the target audience in the financial statements in future iterations	Finance Committee suggested noting who downloads it, and what main competitors do	Chief Financial Officer and Vice-Chancellor	November 2025	
18-11-24	9.1	Financial Statements	Reference be made to the corporate governance section about the 2023 King's College London Governance Effectiveness Review	Actioned.	Chief Financial Officer	November 2025	Complete Proposed for closure
18-11-24	9.1	King's Endowment Fund Ethical Investment Policy	Further discussion to be held with KCLSU, representing the student community, and UCU, representing the staff community, with a view to a further report to the March meeting of the Finance Committee		Chief Financial Officer	March 2025 meeting of Finance Committee	
18-11-24	9.1	Champion Hill	Joint meeting of Finance Committee and Estates Strategy Committee to be scheduled in the new year to consider options	Meeting initially scheduled for 13 January was cancelled. Meeting to be rescheduled.	University Secretary	January 2025	In progress
18-11-24	11.1	Academic Board & BAF	It was suggested that a "BAF teach-in" be scheduled in the new year		University Secretary	By March 2025	

Meeting	Minute	Topic	Action	Notes	Owner	Original deadline	Progress
10-07-24	9.2	Report of the Finance Committee (Student Futures)	Student Futures There is an expectation from both the Finance Committee and the Audit, Risk & Compliance Committee to review progress each quarter (and from November 2022 Council meeting, for Council to scrutinize the programme implementation)	Ongoing Added to both committees	Finance Committee and Audit, Risk & Compliance Committee	Ongoing	Ongoing - quarterly reports being submitted. Proposed for closure
10-07-24	9.4	Report of the ARCC (Cyber Security Update)	Cyber Security Update There had been discussions in relation to standards within cyber security at ARCC. Academic communities were protective of their independence. There was a need to reconcile their independence and the University's mitigation of this risk. A further update would be considered at the Committee's November meeting.	Action added to the ARCC Action log.	Audit, Risk & Compliance Committee	November meetings, updated to March 2025 meetings	On ARCC Action Log. Proposed for closure
23/11/21	7.1 (iii)	LIHE	Review of benefits two to three years post-occupation against what was promised.	Action raised in 2021 Council to agree whether it stays on the action log.	SVP (Operations)	2026	In progress

Dr Sinéad Critchley
University Secretary and Director of Assurance
January 2025

King's College Council

Meeting date 20 January 2025

Paper reference KCC-25-01-20-04.5

Status Final

Access Members and senior executives

Modern Slavery Act Annual Transparency Statement

Action required

- ☒ For approval
☐ For discussion
☐ To note

Motion: That the Council approve the Modern Slavery Act Transparency Statement 2023-2024 for the financial year ended 31 July 2024

Paper Explanation for Members

Why is this paper being presented?	In compliance with the provision of Section 54 of the Modern Slavery Act 2015, King's produces a statement each year of its efforts to combat slavery and human trafficking within its business and supply chains within six months of the end of its financial year.
What are the key points/issues?	The statement is presented here for approval by the Council and signature by the Chair, for posting on the University's web page.
What is required from members?	To approve.

Paper Submitted by:

Veronica Daly
Chief Procurement Officer

Modern Slavery Act 2023/24 Annual Transparency Statement

This statement is produced under the University's obligation to publish an annual 'Modern Slavery Act Transparency Statement' in accordance with the provisions of Section 54 of the Modern Slavery Act 2015.

About us

King's College London was established in 1829 and is a purpose driven university, dedicated to finding solutions to urgent global challenges through teaching, research and collective impact. King's 'Strategic Vision 2029' describes the University's vision to make the world a better place. This strategic vision was launched in January 2017 and takes us to our 200th anniversary in 2029. It builds upon our history of making a full contribution to society, as we continue to focus on world-leading education, research, and service in an increasingly interconnected and complex world. As such, the University is committed to ensuring that mechanisms are in place to be an ethical employer and ethical contractor of goods and services.

Employment

King's is an accredited Living Wage employer, paying all directly employed staff, and contractors working for extended periods on our premises, a wage that recognises the costs of living in London. The University increased the London Weighting Allowance for staff in 2023 and it is now the highest of all London universities. In August 2024, we ceased to use the lowest three spine points of our main pay scale and increased the boundary level between the lowest two grades – all aimed to increase earnings at the lower grades. We have introduced, or extended, benefits including increased family leaves and 'day one' rights to those benefits. We continue to enable discounts on a wide range of day-to-day spends as well as one-off purchases.

The University's pay increase mechanisms provide for greater percentage increases to staff whose pay is at the lower end of our scales. Likewise, the University's 'Preferred Supplier List' of recruitment agencies for temporary staff requires that at least the Living Wage is paid to individuals that we engage.

Supply chain

The University has put in place controls to reduce the risks of modern slavery in our supply chain. All potential new suppliers must commit to conducting their business in compliance with the provisions of the Modern Slavery Act 2015 (or equivalent standards if not based in the UK) and other social and ethical standards contained in our terms and conditions of contract. The University has procured a Supplier Assurance Tool to allow it to identify, risk assess and monitor suppliers to ensure we meet our social, ethical, environmental and governance objectives. The University also has terms and conditions of contract which make it a requirement on those with whom we do business to adhere to a Supply Chain Code of Conduct and provide assurances that workers in their organisation, and in their further supply chain, are not subject to inhumane practices and that the welfare of staff is properly protected.

Procurement at King's

The University comprises ten Professional Services Directorates and nine Faculties, these total upwards of 327 Departments, and there are numerous research groups within each faculty. As the University operates on a system of devolved budgets, control over the day-to-day spending of these groups is delegated through line management in accordance with the University's Financial Regulations and Procedures and Purchasing Policy. The University takes a proportionate approach to procurement which allows for low

value spend to be procured locally but requires that the Procurement Office is consulted for high value spend or where a grant funder requires a procedure to be followed which aligns with the legal requirements of the EU or domestic Regulations.

The University has implemented a Socially Responsible Procurement Policy to better ensure that social benefits are gained and risks of damage to society are reduced when procuring third party contracts. The policy is intended to ensure that King's purchases third party goods and services in ways which are beneficial to society and King's local boroughs. It promotes responsible environmental, social, and economic goals and meets the requirements of the Equalities Act 2010, the Modern Slavery Act 2015, and other legal obligations. Key milestones under this policy have included:

- The incorporation of social, economic and environmental sustainability criteria into its tender documentation and processes;
- The increased number of Social Enterprises in its supply chain and social value outcomes from its contracts;
- A supply chain consisting of mostly micro businesses and SMEs, and which are primarily located in the UK;
- the incorporation of a Supply Chain Code of Conduct into our evaluation procedures and contracts to ensure the welfare of staff engaged on our outsourced contracts;
- a supplier risk assessment tool which aims to minimise the potential that the University's supply chain is compromised ethically or against other business resilience factors; and
- our partnership with Electronics Watch, a non-governmental body which works with buyers and civil society to monitor the practices in electronics factories across the world using worker-led surveys.

In academic year 2023-2024, the non-pay contractual expenditure (which is influenceable by the Procurement function) of the University on goods, works and services was approx. £334 million gross of VAT with around 4800 different suppliers. The nature of this expenditure falls predominantly within the following categories:

- Estates and Facilities - Capital Projects and minor works
- Premises Services - Catering, furnishing, heating, and cooling and other facilities management services.
- ICT Equipment and Services - Computing, Communications and Audio Visual
- Laboratory Supplies - Research and Scientific Consumables
- Research Services – Services related to drug trials, equipment, consultancy
- Library Provisions - Books, e-journals, and subscriptions
- Professional Resources – Consultancy, Recruitment and Legal Services
- Corporate Business Services - Travel and Accommodation

Assurance in relation to donors and research collaborators

The University's Research and Fundraising Directorates have established due diligence processes that include the use of an electronic due diligence tool and seek to assess third-party collaborators or entities to ensure that their business practices are legally compliant with Modern Slavery legislation and that their standards of conduct align with the high expectations of the University and our funders. Both Directorate's processes include steps for review of due diligence outcomes and incorporate wider reporting obligations to

appropriate University committees.

The University also incorporates appropriate contractual language to ensure compliance with Modern Slavery legislation in its arrangements for Research. For smaller partnership arrangements, King's generally insists on using the sector-standard Brunswick Collaboration Agreement templates, which contain a provision that "all parties shall ensure that in carrying out the project they will comply with all applicable laws, regulations, and statutes, including those relating to modern slavery and anti-bribery". On larger agreements, similar contractual clauses will be inserted by the Research Grants and Contracts Team as a mandatory requirement. In sub-contracting research work through collaborating partners, the University ensures that they also maintain the standards of compliance expected by Modern Slavery legislation. A similar due diligence process is undertaken with respect to commercial research funders, and compliance is incorporated through contractual obligation.

The University is vigilant in all areas of activity that may be open to the risk of slavery, trafficking and human rights abuses taking place, but it enhances the questions asked in areas identified as high risk due to the nature of the industry, nature of the work or supply/business model such as:

- when purchasing personal protection products (including garments and gloves), electronics and medical or laboratory supplies and when putting construction contracts in place;
- the acceptance of high value donations to support its work;
- its work with Research Partners in the UK and globally.

Lord Simon Stevens

Chair of King's College Council

20 January 2025

King's College Council**Meeting date** 20 January 2025**Paper reference** KCC-25-01-20-07**Status** Final**Access** Members and senior executives

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 update; fundraising update; New Year Honours 2025; HR updates
What is required from members?	To note

Paper Submitted by:

Vice-Chancellor & President

Vice-Chancellor's Report

This report is shorter than usual because the University activity slows down over Christmas and Holidays.

Section A - Current topics

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Philanthropy and Alumni Engagement Update

A total of £6.9m in New Funds Secured has been raised for King's to the end of December 2024. Recent confirmed major gifts include:

- A £1.5m gift from the Kirby Laing Foundation to establish the Impact Centre for Palliative Care in the Faculty of Nursing, Midwifery and Palliative Care.
- A £1.5m award from the Wolfson Foundation in support of the Centre for Human Brain Development in the IoPPN (under embargo until 30 January).
- A £584k legacy gift to provide scholarships for students in the area of pharmacology.

The current forecast is that the full-year target of £26m will be exceeded, with detailed cultivation and negotiation of several significant gifts currently ongoing.

As Council were previously notified, fundraising services are no longer provided for Guy's and St Thomas' Foundation, as of 1 August 2024. Both King's and the Foundation are pleased with how the transition process was managed and the support provided to staff remaining at King's and the 32 colleagues who transferred to the Foundation. In the context of these changes it was felt to be an appropriate time to change the name of the function (from the previous title of Fundraising & Supporter Development) to Philanthropy & Alumni Engagement (P&A), and we are fortunate that Ms. Georgina Cannon, ex-Cambridge, has joined as the new Executive Director for Philanthropy & Alumni Engagement at the beginning of November. Georgina will be leading the development of a fundraising Campaign to align with King's 2030 and culminate in our 200th Anniversary.

New Year Honours 2025

Knighthood

- Professor Sir Bashir M. Al-Hashimi, Vice President (Research & Innovation) - For services to Engineering and Education

Damehood

- Professor Dame Stephanie Amiel, Emeritus Professor of Diabetes Research - For services to People Living with Diabetes

CBE

- Professor Nicola Fear, Professor of Epidemiology, Department of Psychological Medicine - For services to Veteran and Military Family Health

OBE

- Professor Safa Al-Sarraj, Honorary Researcher, Basic & Clinic Neuroscience Department - For services to Medicine, particularly to Neuropathology

MBE

- Professor Keyoumars Ashkan, Professor of Neurosurgery, Department of Basic & Clinical Neuroscience - For services to Neurosurgery
- Professor Kate Tchanturia, Professor of Psychology in Eating Disorders, Department of Psychological Medicine - For services to People with Eating Disorders and Autism
- Professor Martin Wooster, Professor of Earth Observation Science - For services to Landscape Fire Research and Wildfire Monitoring

BEM

- Rebecca Clarke, second-year Biomedical Engineering student - For her dedication to voluntary and advisory work with young people's disability organisations, including Ambitious about Autism.

Other honours

- Professor Dame Anne Marie Rafferty CBE, Professor of Nursing Policy at the Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care, was nominated for a life peerage on 20 December 2024.

HR updates

SVP Operations/COO

Following an extensive search process, we appointed Jeremy Cook to the role of SVP Operations/COO from March 2025. Jeremy joins King's from the University of Durham where he has held the role of Pro-Vice-Chancellor (Colleges and Student Experience) since September 2019 after leaving his leadership roles within the British Army. Over the last five years he has overseen a significant period of growth and transformation, significantly enhancing the efficiency and effectiveness of student operations, processes and services as well as overseeing multiple

infrastructure projects. Notably, Jeremy led a pan-university review of their Student Support system, successfully delivering an enhanced support service and associated IT systems which placed students at the heart of the service.

After a period of handover, Steve Large will step down in mid April.

Executive Deans

Prof Marion Thain, Executive Dean of Faculty of Arts & Humanities left King's in December to take up the role of Director of the Edinburgh Futures Institute, and Professor of Culture and Technology at the University of Edinburgh. Professor Simon Harding has been appointed interim Executive Dean.

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

7th Nov - Russell Group Board meeting
7th Nov – meeting with co-founder and chief executive of the apprenticeships company Multiverse
13th Nov – Visit by President Francois Hollande
18th Nov – meeting with NYU President
18th Nov – meeting with David Behan, Interim Chair of the Office for Students
19th Nov – CASE event – the perception of HE panel
19th Nov – Faculty of Nursing, Midwifery and Palliative Care event at House of Lords with Baroness Watkins
20th Nov – CASE event – purposeful advisory board
20th Nov – CASE event – a successful culture of philanthropy
20th Nov – Leaders in Education Roundtable
21st Nov – CEO roundtable with president of republic of Indonesia
22nd Nov – Westminster Forum – addressing UK university financial sustainability
22nd Nov – meeting with City University VC
26th Nov – meeting with CEO, Global University Systems
28th Nov – THE Campus Live event
3rd Dec – meeting with Editor of Sunday Times
5th Dec – meeting with Professor of Financial Accounting, University of Melbourne
5th Dec – meeting with Policy Exchange's Head of the Demography, Immigration, and Integration Unit
10th Dec – meeting with The Whitehall & Industry Group CEO
13th Dec – meeting with University of the Arts VC

Section C - Media Coverage

- King's College London Mathematics School was awarded the prestigious titles of Sixth Form College of the Year 2025 and Sixth Form College of the Year for Academic Excellence 2025 by The Sunday Times in the Parent Power schools guide.
- King's was ranked 8th in Europe and 14th globally in the QS World University Sustainability Rankings 2025 which measure how organisations are tackling environmental, social and governance (ESG) challenges, placing us in the top one per cent of universities in the world for sustainability.
- Our Organisational Development team had much to celebrate too as they secured the coveted Overall Winner award at the 26th Personnel Today Awards, alongside the HR Team of the Year award.
- At the end of November, the Secretary of State for Health and Social Care Wes Streeting MP and the Secretary of State for Science, Innovation and Technology Peter Kyle MP met with King's researchers to learn about a new total-body PET scanner that could transform drug discovery and diagnose serious illnesses earlier. This rounded off an impressive year of visits to King's by a number of influential figures including four Nobel Prize winners, an Olympic medallist, an award-winning novelist, an acclaimed set designer, a lauded poet and leading politicians from all around the world.
- King's impactful research and studies continue to garner national and international media attention, notably 'game-changing' research into asthma and COPD which found that an injection given during

some attacks is more effective than the current treatment of steroid tablets, reducing the need for further treatment by 30%. This was covered in more than 700 outlets around the world including The Guardian, BBC News, BBC Breakfast and Reuters and was in the top three most read articles on the BBC News website.

- New research led by the Francis Crick Institute and co-authored by Peter Heather, Professor of Medieval History at King's, has used a more precise way of analysing ancestry to identify waves of human migration across Europe during the first millennium and was featured in The Times, The Telegraph, the Express and CNN and on BBC Radio 4's Six O'Clock News. While new analysis from the Faculty of Social Science & Public Policy found evidence that climate change caused the death over 300 African elephants and was featured in The Guardian, Der Spiegel, Europa Press, La Vanguardia and the Hindustan Times.

Shitij Kapur, Vice-Chancellor & President
January 2025

King's College Council

Meeting date 20 January 2025

Paper reference KCC-25-01-20-08.1

Status Final

Access Members and senior executives



Strategic Discussion: Treasurer and Finance Committee Chair's Reflection

Action required

- ☐ For approval
☒ For discussion
☐ To note

Paper Explanation for Members

Why is this paper being presented?	This paper presents the reflection of the Treasurer and Chair of the Finance Committee on the big ticket items within purview of the Finance Committee, which are likely to require strategic consideration across the calendar year 2025.
What are the key points/issues?	This paper is intended to aid strategic discussion.
What is required from members?	To discuss

Paper Submitted by:

Steve Weiner, Treasurer and Chair of Finance Committee

Treasurer and Finance Committee Chair's Reflection

As requested, a list of big-ticket items within the Finance Committee which are likely to require strategic consideration across the calendar year 2025. As you would expect, the list is largely through the lens of our financial statements with no focus on our role in the larger London academic community.

The last ten years has seen incredible growth for KCL, resulting in a £1.3 B university, mid 30s ranked in the world, 7th in UK. With reasonable profitability, balance sheet and a growing endowment. KCL has a clear aspiration to remain at the top of the table.

Strategic questions

Continuation of Growth through Reputation and Student numbers

- Which Schools/Disciplines should we target for highest growth – the choices today aren't visible – talent, capital, etc. - why will we attract these students?
- How to raise effectively the reputation of these Schools /Disciplines in an ever more competitive top quartile?
- What is the role of research in driving this reputation and how to we better manage the financial implications of increased research?
- What is the role of KHP, innovation and start-ups in driving our growth?
- Which countries should we target for this growth - how do we differentiate our offer to drive success?
- As we move from a period of market growth to a period of market share where quality and price will become leading drivers - How do we understand and exploit price elasticity through the schools?
- How much of the growth will be organic versus inorganic? If we do engage in mergers or acquisitions as the marketplace gets more challenging, how do we choose disciplines that drive our strategic agenda while managing risk?

Continuous improvement of the bottom line to fuel the capital needs of the university

- Building a desire for and then a path to efficiency across professional services (and more broadly) after ten years of non-stop headcount increases - the inefficiency is a key driver of student satisfaction weaknesses
- Driving non-pay reductions through more active procurement
- Better understand and improve our space constraints and utilisation to improve the teaching, research and housing needs of our students at a more affordable cost.
- Org design - central vs local, spans and layers to win going forward - functional excellence

Ensuring that the University maintains its strong Balance Sheet

- Make more visible the contributions from charity /philanthropy including a stronger link to endowment
- Make visible cost of capital in higher rate environment and make visible choices (Champion hill, Bush House, others)

We all recognise that we are struggling to change to meet the demand of our students which will only grow

- The student futures ambition to address student satisfaction - the link to efficiency and effectiveness is essentially broken - needs to be restarted (Jeremy job number 1)
- IT is disconnected and needs to be a key enabler (Jeremy job number 2)
- The digital program for the university is still looking backwards at past efforts rather than driving for new frontiers

Lastly, we must recognise that many in the sector are already struggling.

- What is the downside case - what are the trip lines we should set so that we know when to accelerate what will be difficult cost and capital reductions - how much flexibility is really built into our systems – how can we build more?

King's 2030 strategy – briefing for Council Jan 20th

1. Context and framing
2. Objectives
3. S2030 framework
4. Timeline
5. Council Input

King's 2030 – summary of context/framing

We are not starting with a blank sheet of paper. We have:

- ✓ A vision statement to 2029 which will need to be updated and advanced to 2030
- ✓ Strategy 2026 has been a great foundation for many successes, it will need to be retired and will segue into King's 2030.
- ✓ Vice-Chancellor's analysis and aspirations [presented to Council in September] which needs further development into a compelling case for change, and a strategy which have wider buy-in

We are starting from a strong position relative to a lot of UK HE:

- ✓ Demand from students remains strong, we are generating margin and have cash to invest. The strategy must define how we will maintain this position, and how we will pivot should the international situation suddenly change. But there is volatility in student markets, in particular PGT overseas and funding for Home UG is not yet resolved. Our research goal in the short term is clear and measurable, to be ranked 5th in REF 2029. To achieve this needs more scale/power (our quality is competitive) through focussed & financially sustainable investment. The strategy must define where this focussed investment should be.
- ✓ Initiatives are underway to improve underlying systems and processes. But most of the current initiatives are “building the foundations.” Further work is needed to ensure the foundations are redesigned to improve services and reduce costs. In addition, the Strategy must define what is the ‘King's Edge’ for future students and how we will achieve it.
- ✓ Staff are broadly in a good place, engaged and committed, but still reporting chronic frustration with services. At the same time, our staff, support and space costs are high compared to benchmark. So, we have to find a way to maintain engagement, redistribute workload through better operating models and better use of technology in a way to reduce relative costs and increase efficiency. Staff will rightly expect to participate in a meaningful engagement over strategy refresh and implementation.
- ✓ An ambitious CapEx plan under Campus Futures is in place but needs to be delivered, including associated implications for academic growth and ways of working. Investment in infrastructure is needed on health campuses whilst managing affordability and risk.
- ✓ *Assuming IPP targets are met and no further borrowing*, we are fortunate to have investment capacity between now and 2026-27 – and if King's 2030 is a success, likely even more investment capacity beyond.

In summary

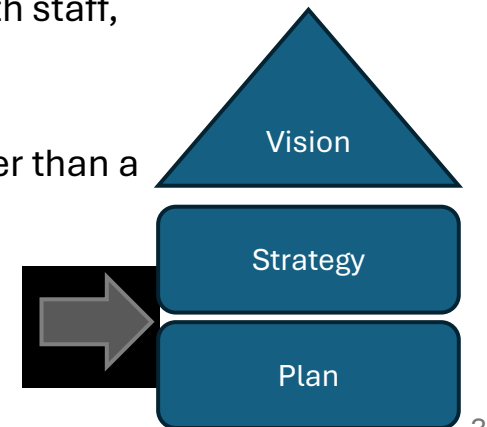
- We have a window of time, and investment capacity, to secure our position in the global elite and to develop a more distinctive identity but to do so we must move further, faster in implementing a more granular, intentional strategy
- In doing so we will need to be alert to the possibility that there may be a restructuring of the UK HE sector, and we want to position King's as one of the “winners”
- Academic quality and reputation (as measured by international rankings) will be critical to hold on to – as our business model is premised on that
- It won't turn out as planned, so managed flexibility is important

K2030 objectives

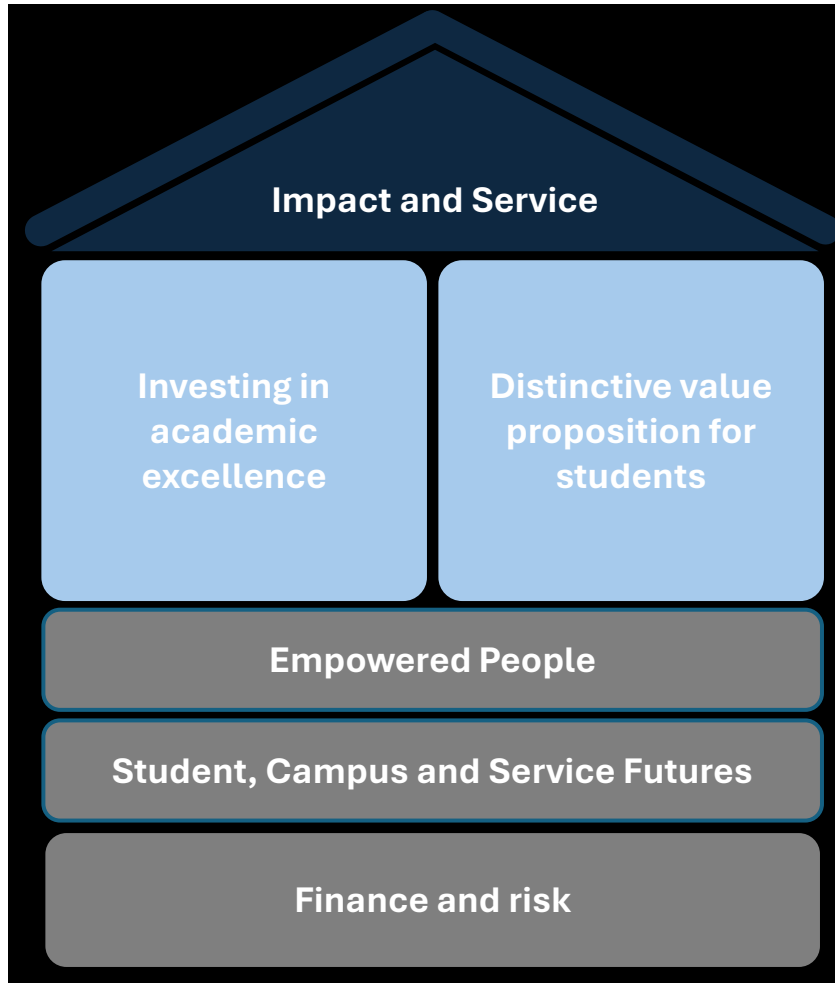
What does a successful strategy refresh look like?

1. Short strategy with a handful of priorities – understandable, clear, memorable, delivered for Fall of 2025.
2. Builds on “in service of society” to develop a distinctive top-line identity/purpose/vision for the University as it enters its third century.
3. Reflects our ambition to secure a UK top 5 position in REF 2029, secures KCL position in global top 50.
4. Specific enough to make choices and informs resource allocation with some granularity for the next three years, and with clear direction for the rest of the five years.
5. Includes implementation plans, targets, milestones in several areas (academic investments and reform of support structures in particular)
6. Tested for reasonable alternative scenarios (including a detailed response to a downside scenario), with a framework for further strategy evolution defined
7. Has strong endorsement of this Council and enjoys sufficient support through meaningful engagement with staff, students and with Governors

In summary – we are aiming for a strategic plan by Fall of 2025, costed, timed and anchored in deliverables, rather than a pure vision or just a broad strategy



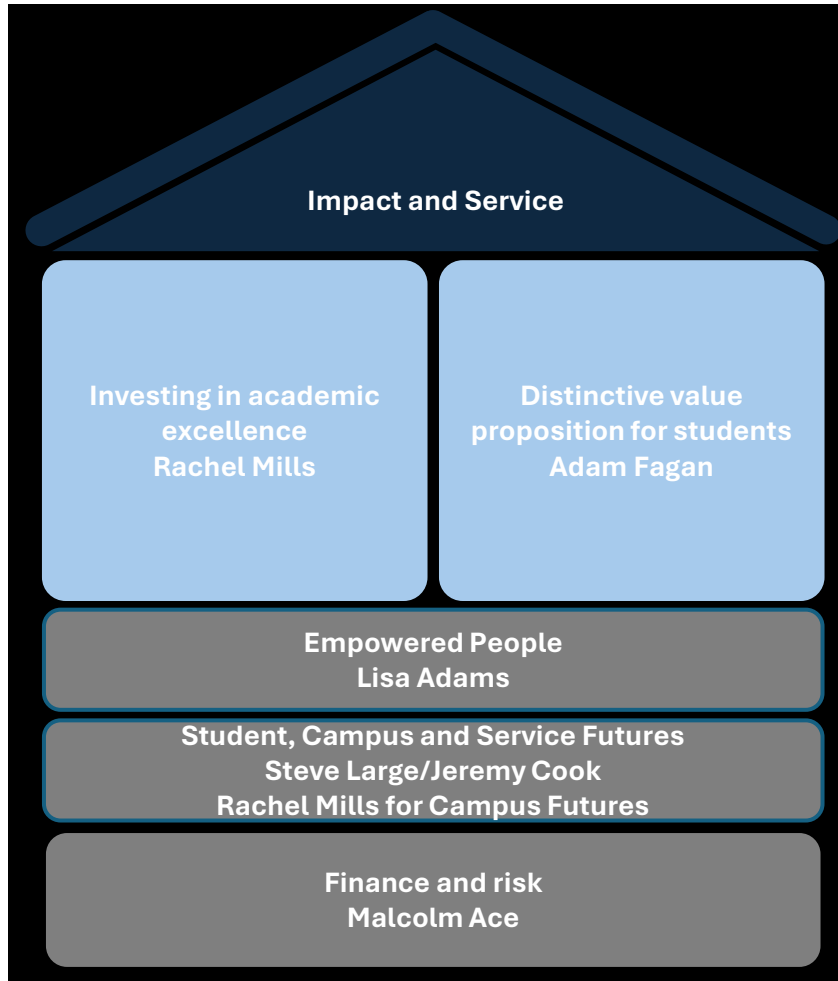
Proposed K2030 framework



Explanatory comments on the proposed framework:

1. A strategy needs to be understood widely. Therefore, whatever framework we use needs to be simple, intuitive, and comprehensive.
2. The strategy will inevitably focus on new initiatives but must also address how we intend focussing existing resources to maximise impact and productivity. The regular integrated planning process (IPP) will inform the first 3 years of Strategy 2030.
3. Education and research are the core mission of the University. These are covered by the central workstreams '*Investing in academic excellence*' and '*Distinctive value proposition for students*', as well as by the IPP.
4. Impact and service are the societal consequences of the education and research we undertake. Education and research, and the positive impacts both have on society are our core outcomes (indicated in blue).
5. The key inputs are people, systems/processes, space and finance (grey). All need to be aligned in support of core mission.
6. We have many lower-level strategy documents (thematic, disciplinary, and functionally focussed) including those we share with partners. These should be reduced in number to aid wider understanding; aligned to K2030 and ideally will be more plan than strategy in content.
7. Not mentioned explicitly in the framework but important to note:
 - a. The role of partners, domestic and international, in supporting the education and research mission. This is particularly important for life sciences (KHP, Crick, SC1) and in the international context
 - b. Environmental sustainability – highly important and needs to feature in our research and education plans and our ops plan – as well as in the supporting financial plan.
 - c. Changing market conditions including potential for M&A between now and 2030. A framework will be developed under S2030.
 - d. The impact of new technology, on both our University and wider society. The wider societal implications will be reflected in our education and research. The impact on our University will be seen throughout this strategy, in how we empower our people to leverage technology, in deploying technology to optimise supporting services, processes and space, and in improving our financial position.

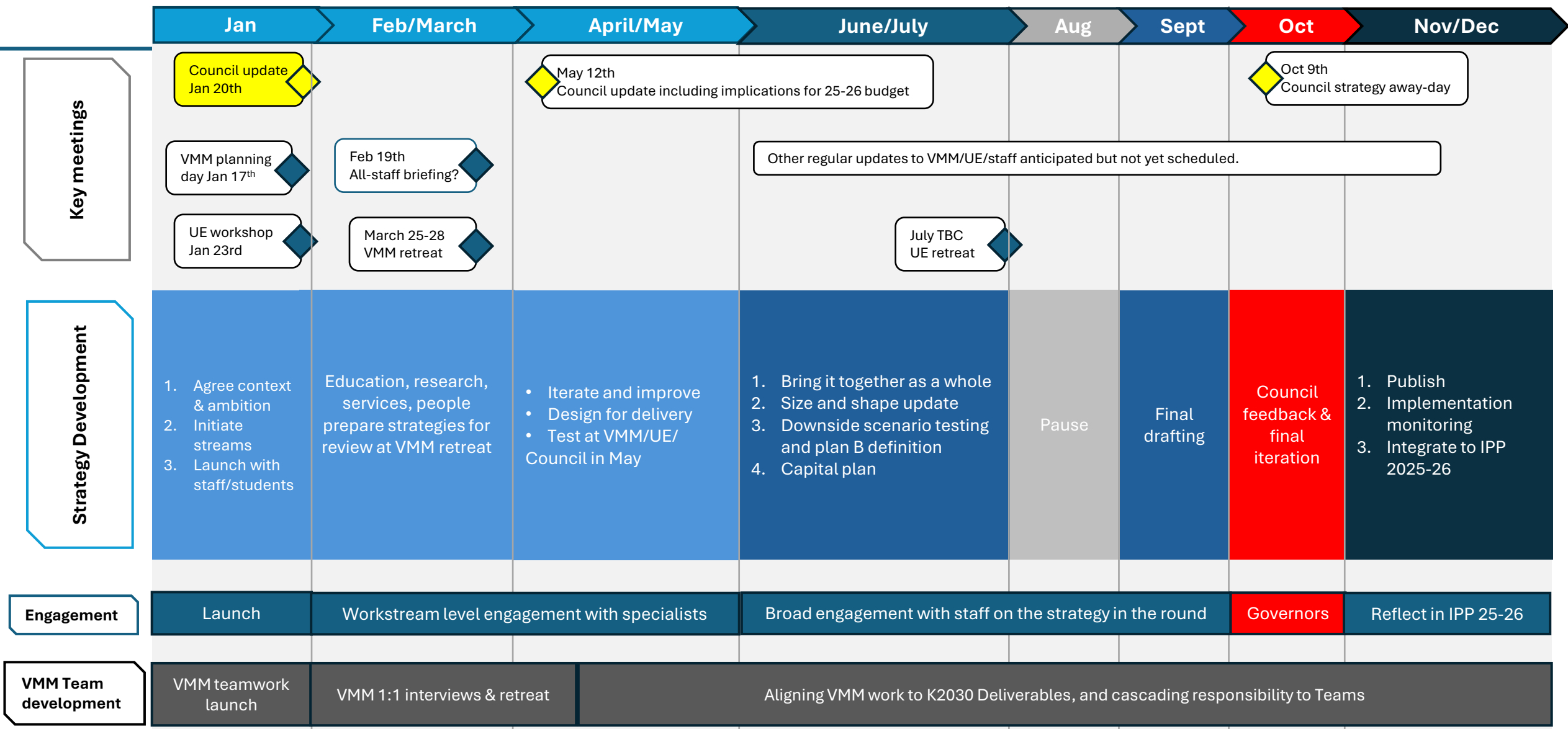
Proposed K2030 framework



Approach

1. Each workstream will be led by a member of the Vice-Chancellors Management Team (VMM), other members will provide support
2. There is a significant collective accountability, hence VMM will meet regularly to initiate, and oversee progress. VMM working practice will evolve to provide more structured focus on strategy.
3. *Investing in academic excellence* will identify the areas of research investment and the supporting student economy. *Distinctive value proposition for students* will develop King's Edge.
4. 5 sequential phases are envisaged;
 - i. Initiation
 - ii. Work within the workstreams
 - iii. Work across workstreams to align and optimise
 - iv. Review and approve, integrate with budgets and implementation monitoring
 - v. Strategic environment monitoring and change control
5. An engagement plan is under development but likely to take different forms during the process, for example a deeper engagement with subject matter specialists through workstreams; and a broader more general engagement to optimise and align the strategy.

Proposed timeline to K2030 development



Council input into Shaping strategy..

- Today, we seek feedback on
 - The main areas chosen to be addressed
 - Any additions that must be considered
 - Suitability of overall timeline and envisioned outcome of process
- Soon, we would like to set up meetings with Council Members to get their individual feedback on areas of particular interest and expertise.
- With the Chair and Chairs of Sub-Committees, we will agree the process of further involvement of subcommittees in strategy development, till the final approval by all of Council.

Advance HE Governance Effectiveness Review Implementation Update

Contents	Meeting at which considered	Consent agenda	Council action
Recommendations to Council	Via e-circulation, 7 January 2025	No	Approve

Background

At its meeting on 18 January 2024, Council considered and welcomed the Advance HE review of King's College Council governance effectiveness, supported its recommendations, and tasked the Governance and Nominations Committee (GNC) to work through the recommendations of the review, so Council could take substantive decisions on the way forward.

On implementation of the substantive recommendations, Council approval is required, with the relatively straightforward board process recommendations being worked through by GNC and the Secretariat.

The recommendations yet to be implemented can be grouped into six key areas of work, three of which are at an advanced stage of implementation, see Annex 1, and three of which require a decision of Council in order to take them forward.

Decisions required

(i) **Membership of Council**

The AHE review report recommended that:

9. The two Senior Vice Presidents (Academic) and Health who currently serve as members of Council are replaced by 2 'ordinary' staff (1xacademic; 1xprofessional services), the categories of staff chosen by Governance and Nominations Committee. Expressions of interest would then be invited across the King's community and eligible candidates subject to a selection process.

It is agreed that two places on Council should be freed up from senior management and, following internal reflection and discussion, it is recommended that the remaining two *ex officio* management seats are held by the Vice-Chancellor and the SVP (Academic).

To facilitate an informed dialogue on key issues, while concurrently maintaining the confidentiality and candour of Council deliberations, other members of the Senior Executive Team will in future be invited to attend for specific agenda items only. On the recommendation of the Chair, an exception may be made for the COO/SVP (Operations) to become a regular attendee, given the criticality of this role at a time of strategic organisational change.

There are currently three Council members elected by the Academic Board. It is proposed that a further two members be appointed by Council from the elected members of Academic Board, using an open and transparent application process based on the skills and perspectives needed by Council, and taking account of the other

expertise already available to it. Expressions of interest will be sought from membership cohorts of Academic Board who have already been elected by the wider staff community. Applications will be considered against the Council membership skills matrix, and shortlisted candidates invited to interview.

For approval: Council are invited to agree to expand Council membership from three to five members drawn from the elected membership of Academic Board, and delegate authority to GNC to conduct the selection process as outlined above and in conjunction with the Chair bring forward to Council recommended candidates for consideration for appointment.

(ii) Terms of office

The AHE review report recommended:

12. That the total length of time a lay member can serve on Council is updated to two terms of four years (so a maximum of 8 years overall).

Moving to two terms of four years would require taking a resolution to amend King's Statutes through the Privy Council. However, given likely timing of Privy Council approvals, any such changes are unlikely to come into force in the next year. Therefore, Council must operate with current terms for member rotation.

Under the provision of the current statutes,

<https://www.kcl.ac.uk/assets/policyzone/governancelegal/statutes.pdf>, from 31 July 2025, five independent members of the Council reach the end of their respective terms of office:

Paul Cartwright
Sir Jon Coles
Sir Ron Kerr
Clare Sumner
Lan Tu

Statute 2 and Ordinance B4.1 provides for an extension beyond the two-term rule under exceptional circumstances. This was last used to extend terms under Covid. For the present, it is proposed that the Council invite Paul Cartwright to remain on Council for one further year, so that he may provide continuity as Chair of ARCC while the new Chief Operations Officer/SVP (Operations) is onboarding, and while the BAF is being embedded across organisational and governance structures.

For approval: Council are invited to approve the extension of Paul Cartwrights membership of Council (and by extension, of the King's College London Mathematics School) for one further year, to 31 July 2026.

Council is invited to note that a recruitment and selection process will be launched shortly, to fill the independent membership vacancies arising.

(iii) Standing Committees of Council

The AHE review report made a series of recommendations regarding standing committee membership, remit, and authority, including:

Recommendation 6

Revamp the Chairs' Committee with a revised terms of reference as a vehicle to advise on the Council agenda, share appropriate updates between committee chairs and oversee how the governance structure implements scrutiny of the Board Assurance Framework. Crucially this would be a non-decision-making body so as to avoid any possibility of a two-tier Council.

Recommendations E and F (paraphrased)

Review the delegations framework... including authority for decisions and approval thresholds.

Recommendation G

The number of co-opted members is reduced to no more than two per committee, except in the case of Audit, Risk and Compliance Committee, and that the number of independent members be increased commensurately.

Recommendation J

Staff Culture and Strategy Committee be evaluated after its first year with a view to keeping the status quo, moving to an internal committee that might report to Council as needed, or possible setting up an internal and a Council committee with carefully defined separate remits and memberships.

For approval:

It is proposed that there is merit in revisiting the overarching committee structure in the round and rationalizing the number and remit of subcommittees. The increase in the number of committees has made it difficult to organize committee meetings and get quorum, and it often requires the same members to attend several committees. To simplify the structures, the Council is invited to approve a revised standing committee structure, changes to take effect from 1 April 2025, as follows:

- a) Finance Committee
- b) Estates Strategy Committee
- c) People Committee (comprising the SCSC and some elements of RemCo remit)
- d) Governance, Nominations, and Performance (comprising the GNC, RemCo as it pertains to VC and Senior Team performance, and Chairs Committee remits)
- e) Audit, Risk and Compliance Committee
- f) Academic Board
- g) Fellowships and Honorary Degrees Committee (pending review)

and to delegate authority to the GNC, supported by the University Secretary, to bring forward to the March 2025 meeting of Council, revised terms of reference for each committee. The Chair of Council will assume the role of Chair of GNC pro-tem.

Clare Sumner

20 December 2024

Annex 1

Updates for noting

a. Creation of a BAF

An advisory panel drawn from Council membership was established to oversee progress. The University Secretary is leading from the Executive team side and is working with the Chair of ARCC to ensure that the BAF fits with existing tools for planning and compliance, to optimise workflow and avoid duplication.

A soft launch of BAF has been discussed at Academic Board and at ARCC, with a teach-in session for the wider community planned for Spring 2025. Target launch date is March 2025. BAF will be an iterative project throughout 2025 and will report to ARCC and Council as needed.

b. Meeting & Agenda Planning

These recommendations were implemented by the College Secretary in July 2024. The University Secretary has taken a fresh look at board hygiene factors and intends to introduce further enhancements from Spring term 2025, in consultation with the incoming Chair.

c. Communications & Engagement

A staff and student governor mentoring programme has begun, with support from Lan Tu, Tom Berry, and Vivek Ahuja.

Drafting of an engagement and communications programme has begun and will be taken forward by the University Secretary, the Executive Director of Communications, and the Chair of GNC.

GNC should review the effectiveness of the induction programme in June/July 2025, ahead of the onboarding of new members from 1 August 2025.