

<b>King's College Council</b>	
<b>Meeting date</b>	23 January 2023
<b>Paper reference</b>	KCC-23-01-19-03
<b>Status</b>	Final
<b>Access</b>	Members and senior executives

Meeting of the King's College Council to be held on **19 January 2023 at 17:00 in The Quad, Room Q-1.47, Strand Campus**

Coffee and Tea will be available from 4.30pm and a Dinner for Council Members and invited guests in the Council Room will follow the meeting

## Agenda

<b>1</b>	<b>Welcome, apologies and notices</b>		Chair
<b>2</b>	<b>Declarations of interests</b> (to note)	KCC-23-01-19-02	Chair
<b>3</b>	<b>Approval of agenda</b>	KCC-23-01-19-03	Chair
<b>4</b>	<b>Unanimous Consent Agenda</b> , including:	KCC-23-01-19-04	Chair
	4.1 Minutes of the Previous Meeting (to approve)	KCC-23-01-19-04.1	
	4.2 Council Rolling Calendar of Business (to note)	KCC-23-01-19-04.2	
<b>5</b>	<b>Matters Arising</b>		
	5.1 Action Log (to note)	KCC-23-01-19-05.1	Chair
	5.2 Update on Crick Institute (to note)	KCC-23-01-19-05.2	SVP (Health & Life Sciences)
<b>6</b>	<b>Strategic Discussions</b>		
	6.1 Fundraising (to discuss)	KCC-23-01-19-06.1	Exec Dir Development and Alumni Relations
	6.2 Sustainability (to discuss)	KCC-23-01-19-06.2	SVP (Academic)
<b>7</b>	<b>Report of the Chair</b>		Chair
<b>8</b>	<b>Report of the President &amp; Principal</b>		
	8.1 Summary Report (to note)	KCC-23-01-19-08.1	Principal
	8.2 TEF Provider Submission 2023 Update (to note)	KCC-23-01-19-08.2	VP (Education) & KCLSU Chief Executive
<b>9</b>	<b>Report of the KCLSU</b> (to note)	KCC-23-01-23-09	KCLSU President
<b>10</b>	<b>Reports of Committees</b>		
	<b>10.1 Governance &amp; Nominations Committee</b> [RESERVED]	KCC-23-01-19-10.1	Chair GNC
	(i) Council Appointments (to approve)		
	(ii) Membership of SCSC (to note)		
	<b>10.2 Academic Board</b>	KCC-22-11-22-10.2	Chair AB
	(i) Social Mobility & Widening Participation Strategy (to note)		
	<i>See Unanimous Consent Agenda for remaining items</i>		
<b>11</b>	<b>Any other business</b>	Verbal	Chair
<b>12</b>	<b>Meeting Adjourned</b>	Verbal	Chair

Lord Geidt  
January 2023

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**King's College Council**

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**Meeting date** 19 January 2023

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**Paper reference** KCC-23-01-19-02

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**Status** Final

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## Declaration of Members' Interests

### Action required

- For approval
- For discussion
- To note

### Executive summary:

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

## Declaration of Members' Interests

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

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

### Christopher Geidt (Chair)

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

### Vivek Ahuja

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

### Natasha Awais-Dean

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

### Hillary Briffa

- Lecturer in National Security Studies in the Department of War Studies
- Circle U Chair – Climate Hub
- Member of the School of Security Studies Equality, Diversity and Inclusion Sub-Committee
- Member of the SSPP Faculty EDI in Research Working Group
- Member of the College level Working Group on Interdisciplinarity in CPD & Executive Education
- Member of the SSPP Assessment and Feedback Task and Finish Group
- Vice-Chair of the governing board of Godwin Junior School (10 June 2019 – 9 June 2023)
- Vice-Chair of the governing board of Carpenters Primary School (18 September 2019 – 18 September 2023)
- Registered as self-employed – private rental
- Member of University College Union

### Paul Cartwright

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

## Donna Catley

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

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

## Jon Coles

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

## Paul Goswell

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

## Vinay Jha

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

## Shitij Kapur

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

## Ron Kerr

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

## Mohd Yasir Khan

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

## Steve Large

- Senior Vice President (Operations), KCL
- Superannuation Arrangements of the University of London (SAUL)

- KCL Ventures Ltd
- King's Talent Bank Ltd
- King's College London Business Ltd
- College Facilities Ltd
- Fellow of the Chartered Association of Certified Accountants
- Member of the Chartered Institute of Management Accountants

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

#### Rachel Mills

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

#### Kim Piper

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

#### Clare Sumner

- Director, Policy for the BBC

#### Richard Trembath

- Senior Vice President, Health & Life Sciences, Professor of Medical Genetics, Faculty of Life Sciences & Medicine, KCL
- Executive Director, King's Health Partners
- Director & Trustee, The Francis Crick Institute
- Non-Executive Director, King's College Hospital
- Board Director, UK Biobank
- Non-Executive Director, MedCity
- Member, Royal College of Physicians
- Member, Academy of Medical Sciences
- Member, British Society for Human Genetics
- Member, Association of Physicians of Great Britain
- Member, American Society of Human Genetics
- Owner, Apartment 10, Victor Wharf, Clink Street, London, SE1 8DW

#### Lan Tu

- CEO of Virgin Money Investments, a joint venture between Virgin Money plc and Abn-Amro (ended Aug 2021)
- Self employed consultant

- Advisor to Mental Health at Work CIC
- NED: Arrow Global Group Ic (end oct 2021)
- NED: Shawbrook Group plc,
- NED: Shawbrook Bank Ltd
- NED: WNS Holdings Ltd
- Director, Lonsdale Road (Barnes) Management Company Ltd
- Director, Virgin Money Unit Trust Mangers Ltd (end May 2021)

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## Unanimous Consent Agenda

A consent agenda is a tool often used by organizations to deal expeditiously with routine matters and reports, leaving more time for more strategic discussions. The items on a consent agenda are expected to be non-controversial and unlikely to engender questions. The items on the consent agenda, whether for approval or information, are dealt with by a single motion to accept/receive for information all items contained in the consent agenda. Before taking the vote, however, the Chair will ask whether any member wishes to have any item removed from consent in order to ask a question or make a comment about it. In such a case, the item is automatically removed from the consent agenda and will be dealt with at the end of the meeting or within the report of the Committee under which it sits. The remaining items are then unanimously approved/received for information en bloc without discussion.

While approval of an omnibus motion saves time at meetings, members will want to review the consent agenda materials carefully in order that they properly discharge their responsibilities. Members may ask to have an item removed from the consent agenda by so informing the Secretary or Chair at any time up until the motion is put.

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

Item	Title	Paper	Action
4.1	Minutes of November 2022	KCC-23-01-19-04.1	Approve
4.2	Council Rolling Calendar of Business	KCC-23-01-19-04.2	Note
<b>Report of the Academic Board</b>		KCC-22-11-22-09.5	All to note
09.5	(i) Academic Board Standing Committee reports (ii) Other items approved or noted		

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



<b>King's College Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-23-01-19-04.3
<b>Status</b>	Final

## Council Calendar of Business

### Action required

- For approval  
 To recommend for approval  
 For discussion  
 To note

### Paper Explanation for Members

<b>Why is this paper being presented?</b>	This rolling forward plan of Council business is presented at each meeting of GNC and Council for information and is intended to provide some guidance as to what members might expect to see on their meeting agendas over the course of the year.
<b>What are the key points/issues?</b>	<p>The functions of Council are defined in the <a href="#">Charter and Statutes</a> and the <a href="#">Ordinances</a> and include, among other things:</p> <ul style="list-style-type: none"> <li>• defining and upholding the university's mission, vision and strategic direction</li> <li>• monitoring the university's progress against agreed goals</li> <li>• establishing management systems and monitoring their effectiveness</li> <li>• ensuring that delegated responsibilities are clearly defined for the university's <a href="#">standing committees</a></li> <li>• ensuring that the university has effective risk management and internal controls</li> <li>• overseeing the effective and prudential operation of the university</li> <li>• approving and monitoring commercial undertakings</li> </ul> <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>
<b>What is required from members?</b>	To note.

### Paper Submitted by:

Irene Birrell  
 College Secretary  
[irene.birrell@kcl.ac.uk](mailto:irene.birrell@kcl.ac.uk)

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# Council Calendar of Business

## Strategic discussion

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

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

## Regular Agenda Items

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

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

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

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

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## Council Calendar of Business

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- Prevent
- Health & Safety
- Fundraising

Council will annually review:

- Conflict of Interests Policy

## Council Annual Agenda Plan

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

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

	Item	Council Action	Submitted By
<b>21 Sept 2022</b>	<b>STRATEGIC FOCUS MEETING Full Away Day – In Person</b>	Discuss	Principal & Senior Executive Team
	Topic(s): Strategy Refresh		
<b>22 Nov 2022</b>	<b>BUSINESS FOCUS MEETING Regular length – In Person</b>		
	<i>Financial Statements</i>	Approve	Finance Committee
	<i>Update on 22/23 and 5-year Forward Plan</i>	Approve	Finance Committee
	<i>External Audit Report &amp; Letter of Representation</i>	Approve	ARCC
	<i>Annual Statement regarding the Prevent Duty</i>	Approve	ARCC
	<i>Annual Report of the ARCC</i>	Note	ARCC
	<i>Internal Audit Update</i>	Note	ARCC
	<i>Enterprise Risk Management update</i>	Note	ARCC
	<i>Compliance report</i>	Note	ARCC
	<i>Annual OfS Registration Report</i>	Approve	Academic Board
	<i>Degree Outcome Statement</i>	Approve	Academic Board
	<i>HR Excellence in Research Report and Academic Plan/Action Plan against the Concordat to Support the Career Development of Researchers</i>	Approve	Academic Board
	<i>Annual Report of the Remuneration Committee</i>	Discuss	Remuneration Committee
	<i>Memorandum of Understanding – KCL/KCLSU</i>	Approve	Principal & KCLSU President
<b>19 Jan 2023</b>	<b>STRATEGIC FOCUS MEETING Regular length – In Person</b>		
	Topic(s): Strategy Refresh Sustainability		
	<i>TEF Provider Submission 2023</i>	Note	Director, Social Mobility & Widening Participation
<b>30 Mar 2023</b>	<b>BUSINESS FOCUS MEETING Regular length - Teams</b>		
	<i>Balanced Scorecard Update</i>	Discuss	SVP (Ops)/Dir Analytics
	<i>Access and Participation Plan Monitoring Report</i>	Approve	VP (Ed)/Academic Board
	<i>Annual Health &amp; Safety Report</i>	Approve	ARCC
	<i>Annual Research Integrity Statement</i>	Approve	ARCC
	<i>Annual report of the Chief Procurement Officer</i>	Note	ARCC
	<i>Modern Slavery Act Annual Statement</i>	Approve	Chief Procurement Officer
	<i>Compliance report</i>	Note	ARCC
	<i>Fellowships &amp; Honorary Degrees - nominations</i>	Approve	FHDC
	<i>Annual report on university pay and conditions</i>	Note	Remuneration Committee
	<i>KCLSU Returning Officer's Election Report</i>	Note	KCLSU President

<b>11 May 2023</b>	<b>STRATEGIC FOCUS MEETING</b> <b>Regular length – In Person</b>		
	<i>Topic(s): tbd</i>		
	<i>Council Away Day agenda for September</i>	Note	GNC
	<i>Meeting Cycle for the next year but one</i>	Approve	GNC
<b>12 July 2023</b>	<b>BUSINESS FOCUS MEETING</b> <b>Regular Length – In Person</b>		
	<i>Financial Plan</i>	Approve	Finance Committee
	<i>Research Overheads</i>	Note	Finance Committee
	<i>Fundraising Operations Annual Report</i>	Approve	ARCC
	<i>Fundraising Ethics Review Group Annual Report</i>	Approve	ARCC
	<i>Academic Board Election Results</i>	Note	Academic Board
	<i>Annual report on senior team performance and remuneration</i>	Discuss	Remuneration Committee

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<b>King's College Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-23-01-19-05.2
<b>Status</b>	Final

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## Actions Log

### Action required

- For approval
- For discussion
- To note

### Executive summary

Council is asked to note the action taken following discussions at previous meetings.

## Actions Log

Meeting	Minute	Topic	Decision for Action	Notes	Owner	Original deadline	Progress
22.11.22	7.1	Crick Institute	That an update be provided on the Crick Institute		SVP (Health)	January 2023	On agenda
22.11.22	5.3	Student Success Transformation Programme	Opportunities for Council to scrutinise the programme implementation		VP (Education)	Throughout 2023	In progress
13.07.22	11.1(v)	Cyber Security Update	That time be found on a future Council agenda for a more in-depth discussion		College Secretary/Chair	N/A	In progress
23/11/21	7.1 (iii)	LIHE <b>(Private &amp; Confidential)</b>	Review of benefits two to three years out against what was promised.		SVP (Operations)	Not due until 2023 or 2024	In progress
26/05/21	10	Climate Risk	Future in-depth discussion of ESC/Climate Change/Climate Risk	ESC discussed in September 2021	College Secretary	Academic Year 2021/2022	On Agenda
30.01.20	6.3	OfS – Access & Participation	Briefing on the nature of the requirements for reporting purposes to be scheduled for Council members	Schedule a briefing	College Secretary	January 2021	On Agenda

Irene Birrell  
College Secretary  
January 2023

<b>King's College Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-23-01-19-5.2
<b>Status</b>	Final
<b>Access</b>	Members and senior executives

## Francis Crick Institute – Benefits Realisation

### Action required

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

### Paper Explanation for Members

<b>Why is this paper being presented?</b>	The first five-year review of the Francis Crick Institute concluded in 2022. The institute has been clarifying its aims for the next seven-year funding period and it is timely to revisit the benefits to King's
<b>What are the key points/issues?</b>	<p>The Institute has been exceptionally successful in developing a world class science programme</p> <p>King's primary goal of strengthening our basic biological and natural science has seen very good progress. In other areas progress has been more limited so far.</p> <p>The Institute's strategy for the next seven years offers wider opportunities in clinical and translation research that King's will need to pursue proactively</p>
<b>What is required from members?</b>	To note

### Paper Submitted by:

Professor Richard Trembath  
 SVP (Health and Life Sciences)  
 December 2022



# Francis Crick Institute – Benefits Realisation

## 1. Background

- 1.1 The Francis Crick Institute is a unique partnership between three medical research funders (MRC, CRUK, Wellcome) and the three leading London universities (King's, UCL, Imperial), and is Europe's largest biomedical research laboratory, with over 100 research groups, 2000 staff, and cutting-edge facilities at its site in St Pancras.
- 1.2 It was formed by merging two long-established institutes, MRC's National Institute for Medical Research and CRUK's London Research Institute and was fully operational by the start of 2017. The funders' aims included: creating a flagship for London's biomedical research excellence to attract talent and business investment; fostering closer university links to improve clinical translation and improve links to physical sciences, engineering, and informatics; and delivering world-class facilities.
- 1.3 The Crick's strategy "[Discovery without Boundaries](#)" was agreed in 2013. Reflecting the strategy of boundary-free, fluid, discovery science, the Institute has no internal Divisions, and research group leaders generally stay for only 12 years (2x6 year terms) before moving out to other roles. It has been led by Sir Paul Nurse from the outset.

## 2. King's aims for the partnership

- 2.1 When participation was agreed in 2011, King's primary goals were to address our relative weakness in basic bioscience / natural sciences and strengthen recruitment of world-class researchers, with secondary benefits expected in translation and innovation, training and facilities. In addition, it was a cross-London initiative which, had we had not participated, could have diminished King's visibility and opportunities.

The main long-term benefits expected are now expressed more broadly, in terms of:

- Research and researcher development:
  - Strategic development and diversification in our research
  - Attracting, developing and retaining outstanding researchers and PhD students
- Volume and quality of scientific output
- Impact - flow through from basic science to King's clinical research and translation
- Increased grant income, industry funding, and QR income
- Access to additional space and state-of-the-art facilities
- International and national visibility and collaborations

And there are also general benefits to King's from an enhanced international profile for London and cross-London coordination, and benefits in some areas of education.

### Governance

- 2.2 King's and the other two universities are represented on the Board (Professor Richard Trembath (*SVP Health and Life Sciences*)) and able to influence the strategy, operations, and key appointments. We also engage through a University & Academic Partnerships Committee (Professors Ajay Shah, (*Executive Dean FoLSM*), and Bashir Al-Hashimi (*VP Research, formerly Executive Dean NMES*)), and through committees covering research degrees, clinician training, grant opportunities etc. Alongside these structures, Professor Malcolm Irving has a valuable dual role, serving both as King's Academic Lead for the partnership and as the Crick's Associate Research Director.
- 2.3 Within King's all the operational and strategic aspects of the partnership are overseen at the senior-level King's-Crick Academic Partnership committee (KCAP, chaired by Richard Trembath), which also led on our engagement with the five-year review of the Institute and follow-up, and on metrics.

### 3. Scientific Partnership arrangements

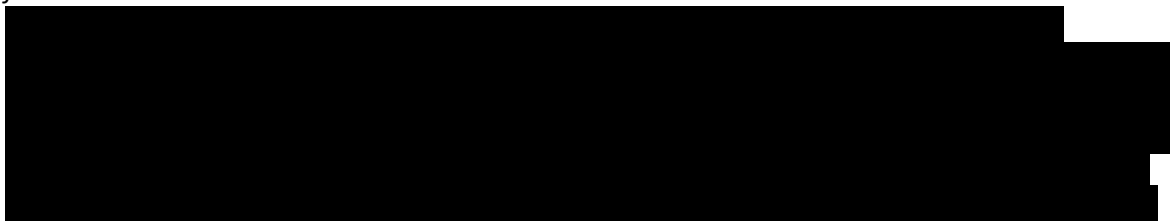
3.1 The main structured parts of the partnership are:

- Attachments: each University has 80 bench spaces at the Crick for top-quality researchers who fit with the Institute's strategy. They can be based there for long-term secondments (up to 6 years) or shorter stays; their programmes are funded through grants they hold through Kings. This currently supports 16 King's research groups but around 12 groups would be more usual.
- Joint recruitments and appointments: the partners have run joint recruitments for additional Physical Sciences Group leaders, who are employed by universities but based at the Crick and with programmes funded by the Crick for the first six years; and similar recruitments for Clinical Sciences group leaders.
- PhD Programmes: the Crick funds up to 50 PhD students per year (plus 5 clinical fellows, expanded from 3 p.a.), based at the institute and working on Crick projects, but formally registered at one of the three universities, with a secondary supervisor. On average, 8 (20%) register at King's. To complement these, we co-fund an extra 4 studentships per year with the Crick, based on joint project proposals.

These are complemented by Scientific Interest Groups, joint work on clinical research training, teaching opportunities for Crick post-docs, and networking events. However, we expect that many of the scientific benefits to King's will develop organically because of our proximity and shared interests, through normal academic collaborations – often involving other universities as well - and from the movement of researchers.

#### *King's financial contributions*

3.2



### 4. Value to King's

4.1 In the first five years of operation, the **principal benefits** to King's have been in strengthening our cadre of researchers, our visibility and connections in basic biomedical science and natural sciences – reflecting our priorities when we joined – and increasing our output of high-quality papers and grant income.

#### *Researchers and Research Strategy*

4.2 Starting from 2012, King's expanded its **basic science expertise**, appointing six additional staff and drawing on the Crick partnership to help attract high quality applicants. Three of these went on to hold six-year secondments at the institute from 2017, along with three other King's researchers – in several cases using the opportunity to develop larger and more ambitious programmes, with wider collaborations. Most of these group leaders are returning to King's over the next two years.

4.3 In the **physical sciences group leader** recruitment rounds, King's was the main beneficiary and now employs four of the eight group leaders at the Crick (in our Chemistry, Informatics, and Physics Departments), and supporting King's ambitions for multidisciplinary and expansion around the Physical Sciences of Life. The **clinician scientist** recruitments to date were disappointing, however, and we have yet to have a joint appointment at King's.

4.4 As well as opportunities to develop more ambitious programmes, the Crick environment also gives scope for researchers to develop as **scientific leaders**. In 2022, we recruited Jernej Ule to lead the UK Dementia Research Institute Centre at King's – he had been working at the Crick on a six-year secondment from UCL. King's also benefits from a flow of talented **post-doctoral researchers** from the Crick, and has so far

appointed seven former Crick staff to research or teaching positions at Senior Lecturer/ Lecturer/ ECR Fellowship levels

- 4.5 Research strategy and **REF 2021**: our strategic links with the Institute were important in our research environment submissions for REF 2021, featuring prominently in Units of Assessment 1,3 and 4 (biomedical and clinical science, neuroscience, dental), and also in the UoAs covering biology, physics, chemistry and mathematics.

*Volume and Quality of Scientific output*

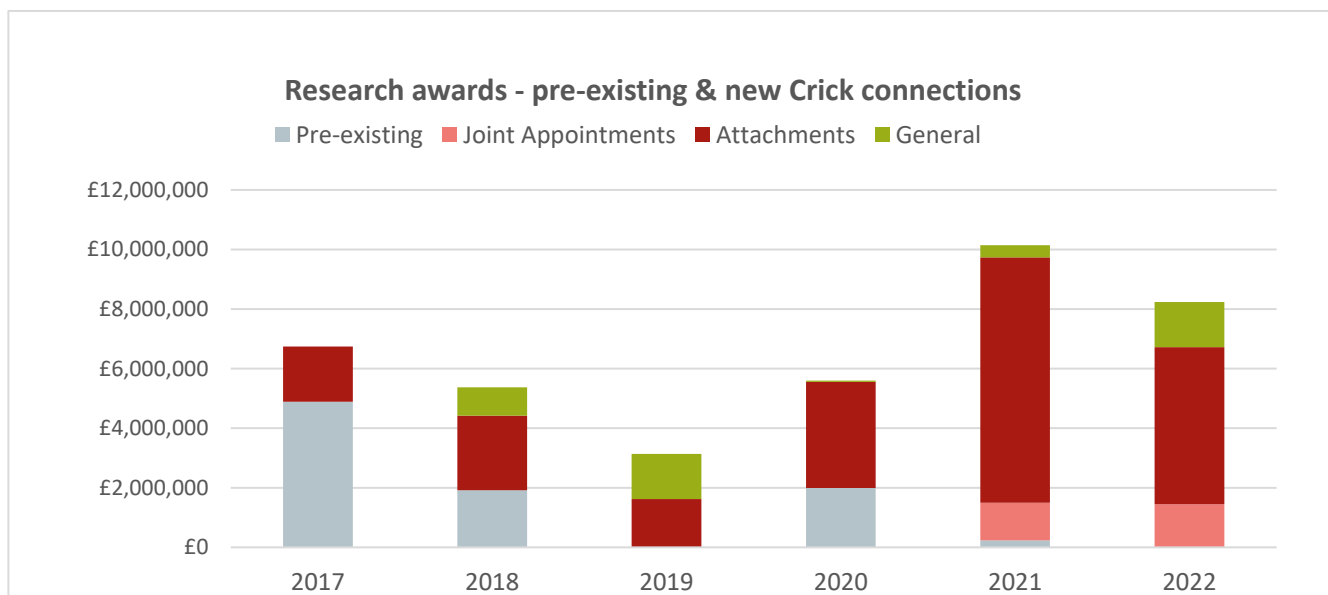
- 4.6 Since 2016 King's and Crick researchers have been co-authors on **416 papers** (not counting papers with more than 40 authors) with the numbers growing 2.5-fold from 2016 to 2021. This is similar to the growth seen in UCL and Imperial. Over half (51%) had a King's member of staff as first, last or corresponding author. Of the King's authors **half came from broad-based collaborations across the College**, one third were King's staff attached to the Crick, and one sixth were long-standing or new joint appointments.
- 4.7 Citations: it is normal for collaborative papers to be highly cited because they are more substantial and prominent pieces of research. These papers had **average citation rates 3.17 times the norm** for their fields, comparing favourably with our co-authored papers with UCL (2.97) or Imperial (2.56), and much higher than the average of all King's health/biomedicine papers (1.93). The proportion of very highly cited papers (in the global top 10% in their field) are slightly below King's average (18% Vs 20%): to date the newer groups have had fewer of these top papers than our longer established programmes.
- 4.8 Contribution to the REF: the co-authored papers made a visible contribution to King's REF assessment in basic biology and clinical science, with 51 among the top-quality outputs selected for submission. They represented > 10% of our outputs in UoAs 1 and 5, a higher profile than in UCL and Imperial submissions.

*Impact – clinical translation and commercialization*

- 4.9 [REDACTED]

### Grant-winning

4.10 Since 2017, King's research links with the Crick have contributed to **£39 million of new research grants and fellowships** (55 awards, 35 of which have started in the last two years). Only £9m relates to research collaborations that existed before 2016 – most of the scientific links involved are new.



In the UKRI's prestigious and well-funded **Future Leaders Fellowship** competition, three out of King's eighteen awards have been in basic biology, chemistry or biomedical science. Of the three, two are based at the Crick and one is an early career researcher we recruited from the Crick. Another of King's attached group leaders has won a Wellcome Trust Senior Research Fellowship.

### Space and facilities

4.11 If we view the initial contribution to the project as an estates investment, provision for 80 laboratory researchers would have cost us a minimum of £25m in 2016, if using existing land, or considerably more if we had needed to buy land. However, we would not have been able to offer the same range of state-of-the-art facilities close at hand, or proximity to such a range of world-class research groups. The Crick building also has more sustainability designed-in than much of King's older estate.

4.12 The Crick's Science and Technology Platforms (STPs) are not generally open for use by research groups based outside. King's is, however, benefitting from collaborations around research technology development and skills sharing, which have included innovation in mass spectroscopy (for metallomics and proteomics), the London Centre for cryo-EM, work on 3-D brain tissue culture, and mathematical modelling tools.

## 5. The 2021 funders' review of the Francis Crick Institute

5.1 In 2021, CRUK, MRC and Wellcome organised an independent international panel review of the institute's performance, following on from a more operational establishment review in 2018. The panel gave the **highest possible ratings** for the Crick's **vision and strategy; scientific quality and achievements; technology platforms; staff recruitment and development; and public engagement**. They also highlighted the extraordinary progress made in developing an effective, world-class, institute within a relatively short period of time.

Nevertheless, the panel felt there were areas that needed more attention:

- university partnerships were good, but had not developed as fully as other areas and were not bidirectional, and there was unrealised potential especially for interdisciplinary basic research and clinical and translational work
- the numbers of clinical researchers based at the institute
- external funding
- translational research and commercialisation

5.2 On diversity and inclusion, the Crick has achieved close to 50:50 gender balance in new group leader appointments, and progression data is also good - 45% of postdoctoral researchers moving on to principal investigator roles have been women. King's new attachments/jointly appointed group leaders also have a ~50:50 gender balance. The institute was asked to work more on ethnicity and disability, and on the number of women in top leadership roles.

## 6. Plans for the next phase

6.1

[REDACTED]

6.2

[REDACTED]

6.3 The partners began discussions on ways of enhancing Crick-university links across all areas as the 2021 review finished, including exploring how Crick policies and processes could be made more flexible and easier to use for partners, and revitalizing broad-based scientific engagement. The collective actions planned include:

- Increasing the range of research connections in both directions, with new university researchers in Crick's scientific interest groups, and affiliations to partner university departments for most or all Crick scientists.
- Clinician scientists – continuing cycles of group leader recruitment, with joint appointments with partner universities and NHS Trusts, and extending the clinician PhD programme.
- Improved space use – allowing universities' spaces to host up to 96 rather than 80, at a small extra cost.

There are also discussions on how the Crick could be included in university-led doctoral training centre rotations and joint projects, and how universities could make more of their roles as second supervisor and awarding body for the Crick core PhD programmes. We also plan wider discussions on industry and translation next year when the new Crick staff arrive and their translational fund begins operation.

6.4 King's will also take steps to get more from the partnership itself, including:

- Running additional scientific seminars and workshops in areas that reflect our priorities (e.g., a planned 2023 event on translational neuroscience)
- Forward planning for new Crick connections linked to new appointments, especially in areas such as Physical Sciences of Life, advanced therapies, advanced data sciences and AI in discovery research, and clinician scientists with strong basic research potential).

6.5 We have four goals for adding to the value King's gains from the partnership for the next seven-year period:

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<sup>1</sup> Stephen Mayhew, previously at CEPI, the global Coalition for Epidemic Preparedness Innovations.

1. Delivering faster growth in industry partnering and clinical translation – contributing to King’s success, and the success of the London life sciences cluster
2. Establishing a cadre of clinician scientists connecting health-related research at King’s to basic science at the Crick through attachments and collaborations
3. Ensuring that King’s can attract world-class research leaders and programmes from the Crick as the institute’s groups start moving out to universities
4. Expanding the range of scientific collaborations on King’s campus and increasing ‘general’ grant income for research collaborations across NMES and health faculties.

The evolving vision for King’s Health Partners operations will offer additional opportunities for synergy with each of these aims, and especially with (1) and (2).

#### *Developing our benefits measures*

- 6.6 The metrics and analyses already in use in King’s will be able to provide most of the insight needed, but we will add a few elements, including: a 2022 baseline data set that reflects the goals for the next funding period; strengthening longitudinal tracking of researcher development and transitions; and PhD programme assessments. The overall Crick PhD programme spanning three universities was assessed as part of the 2021 review and the Crick is building good data on post-PhD career moves and progression. We will complement this with measures of the benefits to King’s.

*Professor Richard Trembath*

*Senior Vice President (Health and Life Sciences)*

*3 January 2022*

These pages have been redacted

<b>Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-2023-01-19-06.2
<b>Status</b>	Final
<b>Access</b>	Members and senior executives

## King's Climate & Sustainability: Progress update

### Action required [tick ONE box]

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

### Paper Explanation for Members

<b>Why is this paper being presented?</b>	King's Climate & Sustainability launched in December 2022; this paper provides a progress update to Council and outlines key priorities over the short to mid-term.
<b>What are the key points/issues?</b>	<p>King's goal (Strategy 2026 (Objective 4.1)) is to be "a leader in education and research for a just transition to net zero and will build sustainability into all our actions, aiming to become a net zero institution by 2030" and to scale up our research, education, UK and global partnerships, philanthropy and impact to address this goal.</p> <p>Whilst King's has much to be proud of in this area, there is an immediate need to evolve our collective efforts, both in the context of the broad environmental challenge and peer benchmark.</p> <p>This new cross-university initiative aims to embed sustainability into everything we do. King's Climate &amp; Sustainability is a plan for transformative action over the next three years across education, research, impact and operations, which will rapidly amplify, connect and scale our response whilst developing a distinctive and stronger academic profile for King's.</p> <p>In three years we will achieve a four-fold increase in climate and sustainability research and income, complemented by educational and revenue growth. Subsequent stages of development will be through mainstream College processes, with academic work structured through Faculties/Institutes/Centres and support embedded within existing College structures.</p> <p>The plan involves £5.83 million of initial investment from SCIF to fund the academic plans over the next three years and subsequently embed them into College structures. There will also be an impact on annual operating budgets, from the longer-term costs of new academic staff, and overhead cost growth as research and teaching activity grows.</p> <p>Significant additional investment will be required to deliver our net-zero operational plans. The business case for this Climate Action Plan will be brought forward in due course.</p>
<b>What is required from members?</b>	To note current progress, aims and ambitions for the next three-years.

Submitted by:  
Rachel Mills, Senior Vice-President (Academic)



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# King's Climate & Sustainability: Progress update

## Introduction and Context

King's has led action on sustainability and climate change for many years: our researchers study climate and sustainability issues across disciplines, we educate students on climate and sustainability through degree programmes, and we have significantly reduced our carbon emissions over the past decade. Our overall commitment to action contributing to the UN Sustainable Development Goals has been recognized in King's rankings in the Times Higher Education World Impact Rankings (24<sup>th</sup> internationally in 2023).

But the world is facing an unprecedented challenge: global greenhouse emissions need to fall to net zero by mid-century to avert the worst impacts of climate change, we need to protect Nature, while promoting human flourishing, increasing social resilience and reducing inequality. Compared with Russell Group peers, King's has a less well-developed academic sustainability profile, placing 19<sup>th</sup> in the QS World University Rankings for Sustainability (2023) amongst this peer group, with 'Environmental Impact' (sustainable institutions, research and education) a particular outlier, and a clear indicator for the need for greater progress in these areas.

In response, and aiming for a leadership position, King's is rapidly scaling our response to the climate emergency through a clear and target-driven strategic plan. We are aiming to embed sustainability into everything we do. Over the next three years we will proactively build our climate and sustainability education offer for all King's undergraduate students, including extracurricular opportunities, and expand research-informed postgraduate taught programmes.

Working across the university as One King's is key, so a major focus is mobilising cross-faculty expertise for a next generation of sustainability research that connects the capabilities, insights, technologies and impacts needed to move beyond advocacy of problems, towards tangible solutions for achieving just and fair transitions to sustainability at national and international scale.

King's is uniquely positioned to unite globally impactful research, education and action to comprehensively address the full complexity of these transitions. We will mobilise more of our relevant expertise in areas such as security, business, law, culture, and health, build new connections between fields of study – including technological, socio-economic, legal, geopolitical – and create strong and impactful external partnerships in London, the UK and internationally that give a distinctive focus to our work.

King's Climate & Sustainability is a plan for transformative action over the next three years across education, research, impact and operations, which will rapidly amplify, connect and scale our response. Within three years we will have achieved a step change increase in the scale of our research, and, crucially, connections between disciplines and with external partners that will help bring a distinctive focus to this research and ensure its impact.

## Research and Policy Impact

King's USP is its deep expertise across many disciplines, its convening power and connections – locally, nationally and globally – and its commitment to making the world a better place. We are already deeply connected and working at the forefront of national and international policymaking. Our Policy Institute led the UK arm of a European Commission project investigating public opinion on scientific consensus on climate change across Europe. Interrogating the broader factors shaping transitions to sustainability across our faculties and working in partnership to understand the trade-offs between sustainability goals with growth, societal development, security and wellbeing is core to our ambitions.

King's Net Zero Centre, based in the Department of Engineering, has a mission to foster an interdisciplinary environment and provide a focal point for King's science and engineering research in net zero solutions. Its central purpose is to work across the boundaries of disciplines at King's, from business to law and social science, to deliver solutions for sustainable development. The Centre is early on in its journey, with key appointments currently being made in novel areas such as the Chair of Computational Sustainability. By educating scientists and engineers on the holistic context of net zero challenges and developing technologically aware social scientists, lawyers, and policy makers, the centre aims to foster a new generation of King's changemakers.

In parallel, within King's Business School, a new Institute for Sustainable Business aims to move the dial on sustainability by connecting across King's and with businesses, public sector organisations and civil society to interrogate consumption, sustainable business systems, finance and leadership more deeply, bringing synergies with wider King's research including technology, humanities, policy, law and ethics and health.

To effect real change, collaboration must also go beyond King's and move beyond core disciplines. Scientific evidence to inform climate change mitigation is essential, but it is rarely the primary motivator for the mass of decisions and investments needed for effective collective action.

Responding to that, the Faculty of Arts & Humanities – which has a strong network of expertise in Environmental Humanities – is exploring collaborations with PLuS Alliance partners, Arizona State University and the University of New South Wales, to explore the rhetoric, media, representation and cultures underpinning climate action. Our Health Faculties provide focal points for multidisciplinary work exploring linkages between health, wellbeing and sustainability, disaster preparedness, or the health of displaced populations, while innovating net-zero health systems locally and globally.

## Education

Students at all levels and across the university are asking for more environment and sustainability content in their courses and extra-curricular activities to match their interests and commitments – and boost their employability. From a representative sample of King's students in 2021 (King's 100) 90% of them said that they believe that it is important for education on climate change and sustainability to be embedded in the curriculum but 72% at that time had not been taught about it in their formal or informal curriculum. Through King's Climate & Sustainability we are building on recent progress and responding to this across the College.

Already King's offers sustainability and climate education in more than 100 modules and several of our undergraduate and postgraduate degree programmes, including an established **Climate Change MSc** in Geography. We plan to grow our portfolio with the launch of a new **Environmental, Social and Governance (ESG) MA** in King's Business School, a new online Masters programme through **King's Global** and other plans. More broadly:

- Sustainability is a core part of the **Engineering degree** right from the start. In the first semester, students take a module that connects engineering science to sustainability before undertaking two waste-focused design projects (1) a design challenge to address waste on campus; (2) designing a radio-controlled river clean-up boat. In 2nd year, students consider how climate change could impact future engineering designs and by the end of year will have designed a project to address one or more of the UN SDGs. More broadly they are encouraged to reuse our 'scrapyard' of materials and objects in the Maker Space.
- Sustainability has been introduced in the curricula in our Health faculties. As an example, students studying the **MSc Mental Health Studies** consider how psychologists, psychiatrists and mental health

professionals can play a role in helping societies and individuals prepare for, and respond to, risks such as climate change in a module focused on Disaster Response.

- Law students who take the **Environmental Law module** explore the role of law in responding to environmental problems, such as air pollution, climate change, biodiversity loss and marine degradation.
- In Arts & Humanities, students who take the **Environmental Ethics module** examine political and ethical issues arising from humankind's interactions with the environment in the contemporary world.

This is complemented by education and engagement offered to all students and staff:

- A co-curricular **Sustainability and Climate module** launched in 2021 which provides King's students and staff with an understanding of sustainability related to the United Nations Sustainable Development Goals (UN SDGs) and how they connect to their studies, work and career goals and importantly how they can translate this knowledge into taking personal action.
- Our **open-access Sustainability Seminar Series** offering students and staff the opportunity to learn about climate science, justice, and sustainability from external speakers in the field. Interactive and empowering, the series aims to equip participants with knowledge, confidence and skills to take action.
- A broad programme of extra-curricular activities that helps students learn, gain experience and be empowered to take climate action.
  - **King's Climate Action Network (King's CAN)**  
An open, interdisciplinary forum for students and staff which aims to bring together people from the King's community who are passionate about sustainability. They have collectively developed 50 sustainability actions to be taken forward by the university.
  - **Annual King's Sustainability month**  
Held in February each year, a diverse range of events organised by staff and students to engage others across the King's community are offered that focus on one or more of the Sustainable Development Goals (SDGs). Events range from clothes swaps to panel talks and includes the annual London Student Sustainability Conference which King's students help to organise.
  - **Associateship of King's College: semester on climate change**  
The Associateship of King's College (AKC) programme is the original award of King's, dating back to our foundation in 1829 and reflecting our motto: *sancte et sapienter*, 'holiness and wisdom'. The award offers an inclusive, research-led programme of lectures that offers students and staff the chance to explore diverse religious and cultural perspectives, alongside their main programme of study or job. For 2022-23, the 2<sup>nd</sup> semester will focus on climate change.
  - **Student Dissertation Projects**  
King's welcomes ideas from undergraduate or postgraduate students who would like to explore sustainability and climate action and helps to organise opportunities to work on real life sustainability challenges at King's or local partners as part of a research project.
  - **King's Culture Climate Collective**  
Students' arts, creativity and storytelling are powerful forces for influencing and responding to the climate emergency. Designed with King's students, King's Culture Climate Collective features collaborative arts projects alongside vibrant interactive events to inspire participants to build community, generate new visions and take action for a sustainable future.

Our medium-term aim is to build sustainability into the curriculum and integrate climate research into teaching across our faculties, so that all King's students have chance to embed the fundamental challenge of achieving just and fair sustainability transitions in their work and experience.

As an example of this, responding to the challenge of environmental sustainability is a key topic in the new Natural Sciences degree, launching for September 2024. This innovative interdisciplinary degree is designed to cross the boundaries between biology, chemistry, physics and maths and bridge the gaps between disciplines to train a new generation of scientific innovators who can respond to key societal problems with sustainability at the core.

We will work with all our faculties to identify opportunities to strengthen and universalise sustainability across our academic disciplines and in our educational activities, co-creating new programmes and modules with students where appropriate (f2f and online), reshaping existing curricula to embed sustainability into degree programmes and integrating the latest multidisciplinary research into our teaching.

### Climate Action Plan

King’s has a strong track-record on climate and sustainability, developing our first Carbon Management Plan in 2006 and setting the target to reduce our direct and indirect carbon emissions from our buildings by 43% between 2005-06 and 2020. Our approach to climate action prioritises and commits us to the absolute reduction of carbon emissions from our operations over offsetting and carbon removals.

We exceeded our 2020 target and achieved an absolute carbon reduction of 51%, despite significant growth of students, staff and estate size. Continuous focus and investment in carbon reduction and energy efficiency measures ensured that while the university grew, our total energy consumption remained stable.

Our students and staff played an important role in this, from taking part in our Sustainability Champions programme in offices and laboratories, to joining and setting up their own sustainability initiatives.

We have developed a new Climate and Sustainability Action Plan which sets out how we will accelerate environmental sustainability across the university, outlining ambitious carbon reduction targets across our direct and indirect emissions, Scope 1 and 2, as well as extensive Scope 3 emissions targets (50% reductions by 2030) covering all university activities. We will be monitoring our progress towards these on an annual basis and reporting publicly. The approach to climate and sustainability action is shaped by the following:

<b>MINIMISING OUR EMISSIONS</b>	<b>Direct control</b>	Energy consumption Property & construction Carbon sinks
	<b>Indirect control</b>	Purchasing & procurement Waste management Food Travel (business trips, commuting, homeworking, student end-of-term-travel)
<b>MAXIMISING OUR POSITIVE IMPACT</b>	<b>Through our core work</b>	Students & education Research
	<b>Through advocacy &amp; influence</b>	Responsible investment Community & engagement
<b>CROSS-CUTTING THEMES</b>	Communication & transparency, Social justice, Collaboration & partnership, Systemic change	

The comprehensive objectives set out in our Action Plan were originally co-created with the King’s Climate Action Network and then consulted on with the wider King’s community covering research, education and operations. The inclusion of the broad perspectives gives our new approach its richness and ensures stakeholders’ views are considered and acted upon. Critical to achieving our reduction targets is the scale and quality of our space

footprint, how we power our offices, teaching spaces and labs, how our staff and students travel for their work and studies, how and where we source items to undertake our core business and how we work with others in partnership to achieve the step change required (e.g., NHS partners, suppliers, local boroughs). Examples of objectives and targets from the action plan include:

- We will develop a long-term heat decarbonisation plan for King’s directly-managed estate and integrate this into an annual carbon management plan.
- We will make our buildings climate resilient by assessing the climate risks and develop a plan to address identified risks.
- We will aim for the top 75% of King’s suppliers by spend to have science-based carbon reduction targets by 2025.
- We will explore internal carbon pricing to better align financial decision-making criteria with King’s climate action goals.
- We aim to reduce our business travel emissions by 50% by 2030

It is recognised that King’s is an international community, and our academics address global challenges through their research, while our many international networks and partnerships enable us to have a global impact and enrich the student experience. This international outlook has a significant impact on the climate when it comes to travel emissions. In 2018-19, business air travel alone represented our fourth-largest source of emissions. To reduce business travel emissions, we face a special challenge. We recognise that international travel is fundamental to students coming to London and researchers going out into the world. We aim to define essential business travel, reduce non essential business travel, support digital alternatives, aim to end air travel within mainland UK and raise awareness of policies that allow for rail travel even where it is more expensive.

### **Leadership Arrangements**

Clear academic leadership will be required to ensure the success of this new cross-College initiative. We are therefore in the process of recruiting an Assistant Principal (King’s Climate and Sustainability) to establish and embed the distinctive elements of this strategy alongside our existing climate action programme. Reporting to the SVP Academic, the post holder will be an established academic, with substantial knowledge of the research environment, policy agenda and priorities associated with climate and sustainability. Interviews are scheduled for January 2023. Resources have been made available via our governance processes to support this role and delivery of the academic strategy for three years including subsequent embedding into College structures.

Rachel Mills

Senior Vice President Academic

Frans Berkhout

Professor of Environment, Society & Climate

Kat Thorne

Director of Sustainability

11 January 2023

<b>KING'S College Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-23-01-19-08.1
<b>Status</b>	Final
<b>Access</b>	Members and senior executives

## Principal's report

### Action required

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

### Paper Explanation for Members

<b>Why is this paper being presented?</b>	Report from President & Principal highlighting current issues and events and developments since the last meeting of Council.
<b>What are the key points/issues?</b>	New Year Honours; Admissions update; Natural Sciences; VP People & Talent.
<b>What is required from members?</b>	To note

### Paper Submitted by:

Shitij Kapur, President & Principal

# Principal's Report

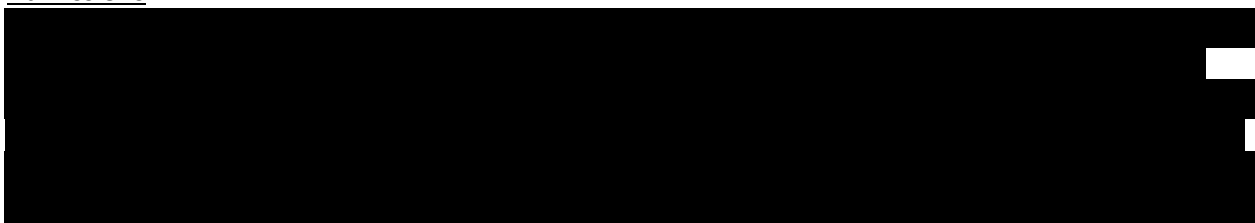
## Section A - Current topics

### New Year's Honours

In his first New Year Honours List as monarch, King Charles III has awarded the following honours to King's staff and alumni:

- Knighthood to Professor Sir Vernon Bogdanor, Research Professor at the Centre for British Politics and Government, for services to Political Science. Professor Sir Bogdanor, who has been an advisor to government and parliamentary bodies on many occasions, is a leading expert and published author on the history and structure of the British Constitution.
- CBE to Professor David Mosey, Professor of Law whose work on collaborative construction has proven highly influential, for services to the construction industry. Professor Mosey was Director of the Centre of Construction Law & Dispute Resolution from 2013 to 2020. He was formerly a partner at law firm Trowers & Hamlin and was head of their Projects and Construction Department from 1991 to 2013.
- CBE to Professor Robert Plomin, Research Professor in Behavioural Genetics for services to scientific research. Professor Plomin has been at King's since 1994, when he joined to help Professor Sir Michael Rutter launch the Social, Genetic and Developmental Psychiatry Research Centre. The goal of the Centre is to bring together genetic and environmental strategies to understand individual differences in behavioural development, which characterises Professor Plomin's research.
- OBE to Professor Geoffrey Till, Emeritus Professor of Maritime Studies for services to defence. A former Honorary Captain in the Royal Naval Reserve, Professor Till has taught at well over 40 national staff colleges (including those of Kuwait and Oman) and at a large number of other such defence establishments and academic institutions around the world.
- OBE to Professor Rachel Jenkins, Emeritus Professor of Epidemiology and International Mental Health Policy, for services to Mental Health policy and research in the UK and overseas. Professor Jenkins directed the World Health Organisation (WHO) Collaborating Centre at King's Institute of Psychiatry for 15 years and continues to lead projects overseas, working with governments and international and national organisations to give support on mental health policy development and implementation, new legislation, training development and innovation, and in providing consultation and strategic advice to government and non-governmental organisations.
- OBE to Dan Abramson, Headteacher at King's College London Mathematics School for services to education. Dan is the founding headteacher of the ground-breaking state-funded specialist maths school, which opened in September 2014 and welcomes students aged 16-19 who have an aptitude and enthusiasm for mathematics.
- MBE to Professor Louise Rose, Professor of Critical Care Nursing for services to the NHS during Covid-19. In response to the COVID-19 pandemic, Professor Rose set up the Life Lines project in March 2020 with Dr Joel Meyer. Dr Meyer, an intensive care consultant at Guy's and St Thomas' NHS Foundation Trust, was also made an MBE in the New Year Honours List.
- As well as six academic colleagues from King's, alumnus Professor Sir Louis Appleby was also recognised in the 2023 New Year Honours List, receiving a Knighthood for services to Medicine and Mental Health.

### Admissions





### **Industrial Action**

UCU are currently engaged in action short of strike (ASOS) for the following activities:

- Working to contract.
- Not undertaking any voluntary activities.
- Not covering for absent colleagues.
- Not rescheduling lectures or classes cancelled due to strike action.
- Removing uploaded materials related to, and/or not sharing materials related to, lectures or classes that will be or have been cancelled as a result of strike action.

Pay deductions for the above activities are set at 25% at King's with the right to increase up to 100% as may be appropriate. To date, we have not made any pay deductions for ASOS due to the low impact.

UCU have a mandate for a marking and assessment boycott but have not yet provided the mandatory 14 days' notice to initiate this activity. We anticipate notification in January and have put in place arrangements to mitigate the impact on student progression and agreed a 50% pay deduction for this escalated action.

### **Transforming interdisciplinary natural sciences**

A key objective within [Strategy 2026](#) is to transform our research, education and service capabilities in natural and mathematical sciences, building on our ongoing expansion in engineering. We have developed a major new project – King's Inspired Science (KIS) – to drive forward these ambitions. Conceived collaboratively with input from academic and professional services staff across the university, this major transformation in teaching, research and space will create a new and distinctive identity for King's at the interface between the physical sciences and life sciences, building on our excellent track record in both areas.

In a significant boost to the programme, King's has secured a £5.8 million capital funding grant from the Office for Students. It will enable state-of-the-art infrastructure to be developed, including new laboratories and teaching spaces.

King's Inspired Science cuts across three streams of work spanning education, research, and estates and facilities. We propose:

- To create a new education offering, focused on a distinctive Natural Sciences undergraduate degree – to launch in September 2024 – alongside a portfolio of interdisciplinary postgraduate



programmes, training highly employable students with a truly interdisciplinary, problem-solving mindset.

- To develop research centres at the interface of King's disciplines, increasing porosity and collaboration, initially focused on net zero/sustainability and the physical-life sciences interface, whilst investing in parallel in strengthening core Natural Sciences disciplines (Physics, Chemistry, Mathematics and Biology).
- To invest in academic staff recruitment and estates development to increase our capacity and capabilities, within a financially sustainable model driven by new teaching and research income.

### **Staff changes**

VP People & Talent - The one area of the King's Strategy 2026 that has received least attention to date is the matter of a Thriving Staff Community. We have outlined our broad ambition in the Strategy and now we need leadership to turn these ideas into executable and implementable plans.

I have therefore appointed Prof. Stephen Bach to assume the strategic responsibilities related to a Thriving Community as the Interim Vice Principal (People & Talent), nominally one/two days a week, in addition to his role as Executive Dean of the King's Business School starting early in the New Year.

### **Section B – Live Issues for Management**

- Pay and Pensions
- Industrial Action
- Managing escalating utilities and inflationary costs

### **Section C – President's External Visits/Meetings/Visitors**

15<sup>th</sup> to 18<sup>th</sup> Nov - Asia Fundraising and Alumni trip

24<sup>th</sup> Nov – KHP Board

30<sup>th</sup> Nov – John Reece Immunology Dinner

28<sup>th</sup> Nov – Transcampus President's visit

2<sup>nd</sup> Dec – UUK Members' Meeting

5<sup>th</sup> Dec – Academic Freedom Event

6<sup>th</sup> Dec – Strand Pedestrianisation Opening Event

7<sup>th</sup>-9<sup>th</sup> Dec – PST workshops with PWC

7<sup>th</sup> Dec – Wellcome Trust Strategic Visit

9<sup>th</sup> Dec – Fulbright Lecture with John Kerry on global climate action

22<sup>nd</sup> Dec – Andy Shenstone, Advance HE

### **Section D - Major Media Stories**

- In December, I was delighted to join other King's staff and other partners to officially open the [Strand Aldwych redevelopment](#). The £22m, three-year redevelopment led by Westminster City Council, has created a green and tranquil space measuring more than 7,000m<sup>2</sup> – the size of a football pitch – for King's students, staff and the community to enjoy. The pedestrianised space unifies the area between Bush House, Somerset House and the Strand Building for the first time, improving safety for students and staff moving between different areas.

In the lead up to launch, students from the Departments of History, Digital Humanities and Languages,

Literatures and Cultures, and from The Courtauld institute of Art have taken part in a student engagement and outreach project; [‘Stories of the Strand-Aldwych’](#) with support from King's Archives and King's Culture. The project that started in March saw undergraduate and postgraduate students investigate and creatively present accounts of the history of the Strand, highlighting the stretch bordered north and south by King's.

The launch was covered in the local London press, including [Time Out](#), and proved very popular across King's social media channels with over 13k engagements, comments and likes across Instagram, Facebook, Twitter and LinkedIn, with many positive comments from students, staff and alumni.

- Our Communications and PR team won the Times Higher Education's 'Outstanding Communications Team of the Year' Award joint with the ZOE communications team at a ceremony in November. The team won the award for their PR work on ZOE Symptom Study App and related COVID research, which judges described as "best in class", noting that "the quantity of high-profile media coverage secured globally was outstanding" and that "most importantly, it supported the collection of real-time data at scale that led to greater understanding of common Covid-19 symptoms and considerable public health benefits."

The team additionally were [highly commended at the PRCA Awards](#) in the same month for helping inform public discourse around the Ukraine War.

- The Layers of Vision exhibition at the end of the year coincided with Disability Awareness Month and sought to bring attention to the barriers that people who are blind or have sight loss are facing in everyday life. The exhibition saw nearly 200 visitors in the first week, with the lead researcher Dr Husemann and artist Zoe Partington interviewed on [BBC London Radio](#) (begins 3:41:45) and for the [Royal National Institute for the Blind](#). An extensive social media campaign, featuring accessible elements such as audio clips, was implemented across our social media channels, informing best practice going forward. The retailer Schuh displayed content relating to the exhibition at their flagship store on Oxford Street, including a QR code linking to the exhibition website, and the research team delivered a workshop for the marketing team at Sainsbury's, who have recommended the exhibition to other design teams (Deliveroo) that they know.
- King's research, academics and scientists continue to dominate the news headlines, on a range of important topics including on [why prompt treatment of scarlet fever and strep throat is important](#), [climate change](#), [End of Life care](#) (which was the most read story on BBC News Online), [research on loneliness](#), [religious trends as seen in the 2021 Census](#), [Europe's cancer research challenges](#) and the [Bank of England Watchers' Conference](#) which was hosted by King's Business School. I also co-wrote [an opinion piece](#) for Times Higher Education on academic freedom and the importance of getting the definition right in the Higher Education Bill.

These pages have been redacted

<b>Kings College Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-23-01-19-09
<b>Status</b>	Final
<b>Access</b>	Members and senior executives

## KCLSU President's Report

### Action required

- For approval  
 To recommend for approval  
 For discussion  
 To note

### Paper Explanation for Members

<b>Why is this paper being presented?</b>	Kings Council receives a report from the King's College London Students' Union (KCLSU) President at each of its meetings; this is the first report of the year.
<b>What questions does it answer?</b>	<ul style="list-style-type: none"> <li>• Who are the KCLSU sabbatical officers 22/23?</li> <li>• What are the KCLSU officers' key objectives for 22/23 of relevance to College Council business and members?</li> <li>• What else should College Council know about KCLSU activities, campaigns, and student insights?</li> </ul>
<b>What is required from members?</b>	Officers would appreciate support in connecting with stakeholders and groups relevant to our objectives for further discussion.







### Paper Submitted by:

Mohd Yasir Khan  
 President, KCLSU

## KCLSU President's Report

### 1. Introduction to KCLSU officers 2022/23

The new KCLSU officers for 2022/23 started in July. We are excited to be meeting new people across KCL, and are keen to start working with you all on making positive change for students. The table below includes a brief introduction to each officer and our priorities, as well as the best email address to use for contacting us.

	<p><b>President – Mohd Yasir Khan</b>  <a href="mailto:president@kclsu.org">president@kclsu.org</a>          I am an international student from India, reading International Relations in an undergraduate programme at King's. My priorities for the year include addressing the cost-of-living crisis and the re-introduction of alumni cards.</p>
	<p><b>VP Postgraduate – Shagun Bhandari</b>  <a href="mailto:vpp@kclsu.org">vpp@kclsu.org</a>          I am a qualified lawyer in India and have recently graduated KCL with a Masters in Transnational Law. My priorities for the year are improving complaint mechanisms in cases of sexual harassment and ensuring information about support and opportunities is easily accessible for postgraduate students.</p>
	<p><b>VP Education (Arts &amp; Sciences) – Sara Osman Saeed</b>  <a href="mailto:vpeas@kclsu.org">vpeas@kclsu.org</a>          I am a home student from London and studied English for three years. My main priorities for this year are transparency, reforming Mitigating Circumstances Forms and decolonising the curriculum.</p>
	<p><b>VP Education (Health) – Julia Kosowska</b>  <a href="mailto:vpeh@kclsu.org">vpeh@kclsu.org</a>          I am an MSci Neuroscience student, having completed my third year before taking this role. My main priorities are to improve assessment and feedback, timetabling, and transparency and communication with students.</p>
	<p><b>VP Activities &amp; Development – Tejveer Nag</b>  <a href="mailto:vpad@kclsu.org">vpad@kclsu.org</a>          I am an international student and have been studying Computer Science at King's for the past 3 years. My main priorities are to work with King's Careers and help improve the mental health and wellbeing services at KCL.</p>
	<p><b>VP Welfare &amp; Community – Martina Chen</b>  <a href="mailto:vpwc@kclsu.org">vpwc@kclsu.org</a>          I am a community organiser from Italy, and I studied European Politics at King's. My priorities for the year are decolonising the university and inclusivity with a focus on trans inclusion and accessibility.</p>

## 2. Officer objectives of interest to College Council

*The below outlines Officer objectives for the year which have been further developed from commitments made in manifestos during the election period in March 2022. As we begin with the new term of 2023, our team at KCLSU has been prioritizing and working on several agendas to help students have better university experience. We are keen to start working with you all on making positive change for students. The table below includes a brief introduction to each officer and our priorities, as well as the best email address to use for contacting us.*

- 2.1 **Cost of living (Yasir)** – Getting students' financial worries taken care of, making it simpler for them to pay for the necessities of student life, allowing them to grow and thrive without being burdened by hefty prices, and improving the student experience. I'm a co-president of a KCLSU-approved campaign that promotes this objective. A student campaign calling for improved financial aid in response to the rising cost of living – beyond already established provisions for limited students experiencing hardship. King's should provide all students – a better support with finances, for example a one-time payment. Demanding a cap on international and postgraduate student University fees, reduce King's residences rents by 20%, reduce tuition fees for all students, both home and international, by 30% - without deteriorating employment conditions, enable self-funding students to pay in four instalments and Reimburse the costs of acquiring medical evidence for students when required for mitigating circumstances or appeals.
  - 2.1.1 Students from King's and across the country are expected to join this campaign in demanding the government and their respective universities to acknowledge the dire situation in which students find themselves and to take immediate action as well as make long-term structural changes to increase the financial resources available to them.
  
- 2.2 **Improving standards of student academic experience across KCL (Julia)** – Whilst currently focused on improving and smoothening the process of the exam timetable release, I am also planning the work on improving other educational and academic aspects. One of the aspects particularly important in my opinion is the Pastoral Care and the contact between students and their Personal Tutors. Understanding the complexity of the system and identifying the underlying causes of situations when the contact is not working well is not easy. However, after multiple meetings with individual academics working as Personal Tutors for years, I have gained an insight into their work. In order to bring in this insight as well as the students' perspective and channel them into ideas and solutions I am planning on joining the appropriate committees overseeing Personal Tutors as well as maintain close contact with people at King's who can provide further data and support for the cause.
  - 2.2.1 The quality and the effectiveness of Pastoral Care depends mostly on Personal Tutors and academics who are in direct every-day contact with students, however, mindful of the ratio of students to academics as well as the challenged which the academics are facing, I have decided to set up a series of regular meeting opportunities for students with myself and other interested members of the King's academic society. I believe that this type of contact will be highly beneficial for students in need of support, advice or simply a friendly face. As one of my main manifesto goals alongside the academic aspects was Transparency and Open-door policy, I would like to use those meetings to share my honest experience of being a student at King's and an elected officer at KCLSU, and signpost all interested students to sources of information about the university and the union I was not aware of as a student. I also believe it can be highly beneficial for both KCLSU and King's during the process of relationship building with the students.

**2.3 Increasing aid for International Students (Shagun)** – International students struggle more than a home student, and they leave their continents, countries, culture, friends and family, a part of their life is uprooted, in order to begin a new journey in their life. I want to ensure that these students feel supported in every step of the way. Beginning from getting support in visa steps, culture shocks which they face, coupled with education system that changed completely with it, mentor and mentee support, to finding their footing again and last but not the least, every successful education comes to an end is finding a student's passion project/ dream job, therefore, a complete career support, while going through so many changes in a student's life, student needs to feel heard, validated and guided through the process and mental health and wellbeing is of great importance. Not to say, that Kings College London, already do not have services for this, but when a student is international, all problems become 10x more difficult – students should be assisted with informational steps to finding an apartment specially when they get visas 2 weeks before starting with the university. Therefore, I want to work on this issue that there is a dedicated percentage support that encompasses international students separately to help them in this journey during their time at Kings.

#### **2.4 Decolonization Campaign Update ( Sara and Martina) - Dismantle King's Colonial Legacy Campaign**

- Aim: student-led campaign calling on University management to commit to dismantling the lasting legacy of colonialism and institutional racism at King's.
- Update: after hosting a very successful launch event last term, we have been focusing on student outreach, getting signatures for our open letter, and organising our next event which will be focused on bridging the gap between academic conversations about decolonisation and activism.

#### **2.5 Working on addressing spiking crisis, anti-harassment and student safety (Martina)**

- Revision of KCLSU safety measures and putting new measures into practice
- Co-producing new strategy for how KCLSU addresses spiking and communicates about its measures to keep students safe
- Through my close relationship with different student campaign groups, including anti-spiking group Stop the Music, I was able to rekindle the relationship between them and KCLSU
- Mediated conversations between Stop the Music and KCLSU and putting new welfare and safety policies into practice – 4 out of 5 of the student group's policy proposals have now been agreed on and are already being implemented.
- Co-created new KCLSU pages – Safety on Campus; Safe and Inclusive Spaces; Safety on Campus
- New measures that have been implemented:
  - First Aid professionals - St John's ambulance is now present at kclsu late night events at Guy's Bar which is where most spiking cases have occurred, providing their service to oversee student safety
  - New designated safe spaces at Guy's Bar for students who feel unwell, vulnerable, overwhelmed or need assistance
  - Shadow shifts by Stop the Music to allow students to see how the policies are being implemented and how to improve

### 3. KCLSU organisational updates

No	Topic	Update	Status
1	Teaching Excellence Framework Student Submission	As part of the TEF submission, KCLSU is working on a student submission, which has been supported by KCL in the form of funding to obtain a staff member to oversee the submission, as well as support in terms of having an external reviewer. Initial review of the Student Submission vs KCL's submission, supports KCL's position and corroborates the key points made by KCL. KCLSU is looking to finalise our submission, which will be shared with KCL before the deadline. Overall, KCLSU are appreciative about the support provided by KCL in enabling the creation and submission of the student piece, as well as the principle of ensuring KCLSU's independence in their submission.	
2	Relationship Agreement	KCL and KCLSU are working on seven strategic projects, two projects have been discussed in detail during term 1, (i) Student Voice Partnership Agreement (SVPA) and (ii) Advice support. With regards to the SVPA, an implementation plan has been created that has been reviewed by KCL's senior contacts, and a wider consultation will be had on the original SVPA with departmental Student Experience Managers. Work is being undertaken to review the other five areas, with a view of looking at (iii) Student Wellbeing, (iv) Careers, (v) Freedom of Expression, (vi) Harassment. The Relationship Agreement Working Group (RAWG) has identified that the (vii) PG experience projects, needs more work to refine its scope.	
3	Student Success Transformation Programme (SSTP) Board	KCL has invited the KCLSU president to be a member of the SSTP Board as well as the KCLSU Chief Executive to be an observer. The meetings have been productive and enables the student view to be included on the programme board to ensure overview of key decision making. KCLSU will be feeding into the make up of the student voice element that would feed into the SSTP board.	
4	National Union Student (NUS) President Suspension and potential student campaign on disaffiliation.	The NUS launched an investigation into the conduct of their president in regards to allegation of antisemitism. The full report has not yet been published, however an outcome of the investigation has resulted in the termination of the employment contract of the NUS president. This has resulted in a disaffiliation movement by some Students' Unions, which include Queen Mary Students' Union, who have recently disaffiliated via a referenda. KCLSU is monitoring the situation and waiting for the full NUS report to come out to provide responses to questions, that have been posed by some of our active student groups. There is a likelihood a wider discussion will happen over affiliation.	
5	KCLSU's strategic review	KCLSU is undertaking a strategic review and has appointed RedBrick Research as a research partner. As part of the research, RedBrick will be liaising with KCLSU's key KCL contacts. The outcome of the review will result in a new strategic plan for KCLSU, which we envisage will be ready to be launched for implementation for the 2024/25 academic year.	
6	National Student Survey (NSS)	KCLSU is feeding into the communication plan of KCL in highlighting the activities that KCLSU does for students. This is the first time, that communication from KCL will be highlighting the extensive activities of KCLSU in a view to improve the KCLSU NSS score, which in turn will improve KCL's overall score. KCLSU is working closely with the newly appointed project lead.	

Mohd Yasir Khan  
 President, King's College London Students' Union (KCLSU)  
 09/01/2023



<b>King's College Council</b>	
<b>Meeting date</b>	19 January 2023
<b>Paper reference</b>	KCC-23-01-19-10.1
<b>Status</b>	Final - RESERVED



## Report of the Governance and Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Appointment of an Honorary Treasurer [Annex 1] RESERVED	3 January 2023 (e-mail approval)	No	Approve
2. Staff & Culture Strategy Committee Appointments - Update	20 October 2022	No	Note

### For Approval

#### 1. Appointment of an Honorary Treasurer

**Motion:** That Stephan Weiner be appointed as Honorary Treasurer and Independent Member of Council for a three-year term effective 19 January 2023.

The search for a new Honorary Treasurer was conducted in accordance with Council's procedures for the appointment of independent members, assisted by Odgers Berndtson. Mr Weiner is the candidate recommended by the selection panel chaired by Lord Geidt. His current roles at GSTT and KCH have the potential to create conflicts of interest but he has indicated that he will be stepping down from those posts. This recommendation is contingent on he and Lord Geidt agreeing the timetable for those changes. Mr Weiner's CV is attached at Annex 1.

### To Note

#### 2. Staff & Culture Strategy Committee Appointments

Good progress has been made in establishing the new Staff & Culture Strategy Committee. Under authority delegated from Council, the GNC has approved the appointment of three independent members and five staff members, both academic and professional. The search for a staff member in a research role is ongoing. It is hoped that seat will be filled by the end of January.

The search for independent members was supported by Odgers Berndtson with seven highly qualified individuals identified and four interviewed. The call for nominations from staff members resulted in 63 nominees coming forward. Sixty of them received an interview (three withdrew before the interviews started) and 14 were short-listed for a second interview.

The following appointments are confirmed. Members are asked to keep the names confidential for the moment as there will be a public announcement of the full membership once the research staff member has been selected.

### *Independent Members*

Maria Kokkinou, Chief People Officer & Internal Communications Director, Rolls Royce PLC

Dale Haddon, HR Director, The Royal Opera House

Stuart MacDonald, Director of Industrial Relations, Royal Mail Group

### *Staff Members*

Sabrina Fernandez, Head of Operations, Sanctuary Programme

Niamh Godfrey, Associate Director, Change Management, Strategy, Planning & Analytics Directorate

Humeira Iqtidar, Professor, Department of Political Economy

Yeme Onoabagbe, Head of Student Outcomes, Students & Education Directorate

Sacha Scambler, Reader, Faculty of Dentistry, Oral & Craniofacial Sciences

The aim is to have a first meeting of the Committee in March.

These pages have been redacted

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## Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Social Mobility and Widening Participation [ <b>Annex 1</b> ]	14 December 2022	No	Note
2. TEF Provider Submission 2023	14 December 2022	Yes	Note
3. Academic Board Committee Reports	14 December 2022	Yes	Note
4. Other items approved or noted	14 December 2022	Yes	Note

### For Note

#### 1. Social Mobility & Widening Participation

The Social Mobility & Widening Participation Strategy 2022-25 sets out how King's will achieve its Access & Participation Plan targets. These are regulatory commitments made with the Office for Students and an approved Access & Participation Plan is a condition of charging higher level tuition fees. Progress against our targets is monitored annually and failure to make sufficient gains must be explained and addressed. The strategy therefore requires approval as it is the primary means by which King's will fulfil its responsibility to widen access for underrepresented students.

The aims of the strategy are to:

1. Continue to increase the proportion of students from underrepresented backgrounds enrolling at university
2. Raise the GCSE and A-Level attainment of learners from underrepresented backgrounds
3. Improve social mobility in regions with high deprivation and low university participation
4. Support the mental health and wellbeing of our young people
5. Increase knowledge of what works in widening participation

Alongside delivering King's Access & Participation Plan targets, these aims respond to the Office for Students' requirement that universities do more to raise attainment in schools and generate stronger evidence of impact. They also respond to the instruction of King's Council that we further expand our work in regions outside of London.

The strategy helps deliver Vision 2029's goal to lead the Russell Group in social mobility and widening participation. It supports Strategy 2026's priority of reaching new groups of learners from widening participation backgrounds and supports its focus on mental health.

The strategy will be delivered using Access & Participation Plan funding.

Council is asked to note that the Academic Board's College Education Committee has approved the Social Mobility & Widening Participation 2022-25 strategy. **See Annex 1**

#### 2. TEF Provider Submission 2023

Academic Board considered a near-final version of the provider TEF submission 2023 to the Office for Students (OfS). It noted the work undertaken to review and re-draft drawing on comments from across the College and advice from an external editing company to fine-tune structure, readability and tone.

The Board made further comments on the draft that it received and noted that the final version would be

submitted on the approval of the VP (Education). The final submission would be shared with Council and Academic Board Members when available (see Council Agenda item 8.2 for the latest version).

### **3. Academic Board Sub-Committee reports**

*Reports approved and noted:*

#### **3.1 Academic Board Operations Committee**

- (i) Member-requested agenda items **(Approved)**
- (ii) Academic Board – Operational Matters **(Noted)**
- (iii) Academic Board Election Report **(Noted)**
- (iv) Current Academic Board Committees **(Noted)**
- (v) Update on Staff & Culture Strategy Committee **(Noted)**
- (vi) Rolling Calendar of Academic Board Business **(Noted)**

#### **3.2 College Education Committee**

- (i) Research Experience Visiting Student (Taught Degrees) **(Approved)**
- (ii) External Examiner Reports 2021/22 – UG programmes **(Approved)**
- (iii) Minor Corrections to Academic Appeal Regulations **(Approved)**
- (iv) University-wide e-Assessment Platform **(Noted)**
- (v) TEF 2023 update **(Noted)**
- (vi) Welcome to King's 2022 **(Noted)**
- (vii) Careers & Employability within King's and HE Sector **(Noted)**
- (viii) NSS & PTES Strategy update **(Noted)**
- (ix) In-Sessional Provision at King's College London **(Noted)**

### **4. Other items approved or noted**

- (i) Principal's report on key current matters **(Noted)**
- (ii) Curriculum Commission Update **(Approved)**
- (iii) Nursing, Midwifery & Palliative Care Quinquennial Review Progress Report **(Noted)**
- (iv) KCLSU President's report **(Noted)**
- (v) The Dean's report **(Noted)**
- (vi) Election of Associates of King's College (AKC) **(Approved)**
- (vii) Report from Council **(Noted)**

Paper submitted to Academic Board on 14 December 2022

## Social Mobility & Widening Participation Strategy 2022-25

### Action required

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

### Paper Explanation for Members

<b>Why is this paper being presented?</b>	The Social Mobility & Widening Participation Strategy 2022-25 sets out how King's will achieve its Access & Participation Plan targets. These are regulatory commitments made with the Office for Students and an approved Access & Participation Plan is a condition of charging higher level tuition fees. Progress against our targets is monitored annually and failure to make sufficient gains must be explained and addressed. The strategy therefore requires approval as it is the primary means by which King's will fulfil its responsibility to widen access for underrepresented students.
<b>What are the key points/issues?</b>	<p>The aims of the strategy are:</p> <ol style="list-style-type: none"> <li>1. Continue to increase the proportion of students from underrepresented backgrounds enrolling at university</li> <li>2. Raise the GCSE and A-Level attainment of learners from underrepresented backgrounds</li> <li>3. Improve social mobility in regions with high deprivation and low university participation</li> <li>4. Support the mental health and wellbeing of our young people</li> <li>5. Increase knowledge of what works in widening participation</li> </ol> <p>Alongside delivering King's Access &amp; Participation Plan targets, these aims respond to the Office for Students' requirement that universities do more to raise attainment in schools and generate stronger evidence of impact. They also respond to the instruction of King's Council that we further expand our work in regions outside of London.</p> <p>The strategy helps deliver Vision 2029's goal to lead the Russell Group in social mobility and widening participation. It supports Strategy 2026's priority of reaching new groups of learners from widening participation backgrounds and supports its focus on mental health.</p> <p>The strategy will be delivered using Access &amp; Participation Plan funding.</p>
<b>What is required from members?</b>	To note that CEC has approved the Social Mobility & Widening Participation 2022-25 strategy

### Paper History

Action Taken	By	Date of Meeting
Approved	SED Senior Leadership Team	25 <sup>th</sup> October 2022

### Paper Submitted by:

Jo Marchant, Head of Social Mobility & Education

# SOCIAL MOBILITY & WIDENING PARTICIPATION



## STRATEGY



**2022-2025**





# Vision

We have the power to achieve social mobility and educational equality.

# Mission

The opportunity for a great education is not distributed fairly.

We want to change this.

We work with learners from underrepresented backgrounds and their supporters, empowering them to access and succeed in higher education. We take an equitable approach to improve education equality and create a diverse community of learners at King's.

We promote social mobility by removing barriers to success throughout the school journey. Our actions help to create a world in which a young person's destination is not limited by their start in life.





# Values

Our values shape how we behave and the decisions we make. Some are already present in our team culture. Others we need to develop.

## We are courageous

We try new ways of doing things, even if we are the first. We take on challenges that help us achieve our vision and we are not afraid to make changes. We make bold decisions based on what we believe is right. We are always learning, and we value critical thinking and reflection.

## We focus on people

We are honest about university life, in the advice we give, and the outcomes our programmes can achieve. We deliver what we say we will and use our resources responsibly and sustainably. We look to evidence and data to find what works. We are honest and open with each other. We hold ourselves to a high standard, acknowledge our mistakes and use them to grow.

## We act with integrity

We consider others' contexts and needs. We listen. We champion our participants and amplify the voice of others. We are mindful of our communities' needs and we use student voice to make better decisions. We focus on wellbeing, and we are kind and understanding.



# Background

The purpose of the Social Mobility & Widening Participation department is to increase the number of students from underrepresented backgrounds accessing university. This means students from low-income families, areas of low university participation, Black, and some minority ethnic backgrounds. It also means students who are care-experienced, estranged, forced migrants, or young carers.

Alongside improving access to all universities, our work is transforming King's College London's student body. In 2022, the proportion of UK undergraduate students from widening participation backgrounds enrolling at King's was 47%. But there is still further to go. Our access targets, agreed with the Office for Students in our Access & Participation Plan, show our ambition to do more. This strategy sets out how we will build on our successes to date and develop our work over the next three years.

The COVID-19 pandemic has shaped our strategy. The social isolation, grief, and remote learning of 2020 and 2021 will continue to affect young people for many

years. We hope to reduce the long-term impact on social mobility and the focus on attainment and mental health within our strategy reflects this.

The launch of our strategy coincides with an ongoing rise in the cost of living. We will take action to ensure our young people and families do not face financial barriers to engaging in our programmes. Using our existing budget, we will continue to provide food at our summer schools, operate a travel fund, purchase digital devices for our pre-16 pupils, and give K+ students enrolling at King's a start-up bursary.



# Access targets

The priorities in this strategy contribute to meeting targets agreed with the Office for Students through our Access & Participation Plan. These targets set out our ambition to increase representation at King's.

1

For 18 and 19-year-olds, increase the proportion of students entering King's from Acorn categories 4 and 5 by 2.5pp by 2024/25

2

For 18 and 19-year-olds, eliminate the access gap between students from Index of Multiple Deprivation quintiles 5 and 1 by 2024/25

3

Close the gap in the proportion of students entering King's from POLAR4 quintiles 1 and 2 compared to quintiles 3 to 5 by 8pp by 2024/25

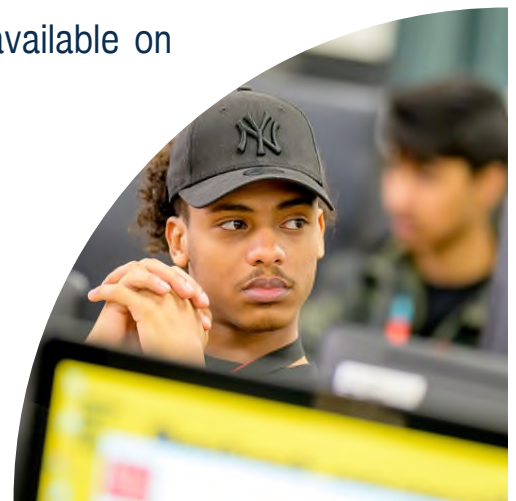
4

Increase the proportion of Black students entering King's from 9.5% to 11.5% by 2024/25.

More information about these target categories is available on [King's website](#).

## Outcome & impact measures

Every programme we deliver with young people and families is underpinned by an evaluation strategy and a theory of change. These identify specific outcome and impact measures that each programme is expected to meet. We use the results of this evaluation to strengthen our work.



# Our strategy and King's

## Strategy 2026

Our new strategy helps King's to deliver Strategy 2026. Over the next three years, we will use online technologies to engage young people outside of London. This supports Strategy 2026's aim of reaching new and increasingly diverse groups of learners through online and other technologies. Our aim to support the mental health of young people while they are at school and before they enroll, contributes to King's Strategy 2026 ambition of becoming a sector leader in student mental health and wellbeing.

## Student Transitions & Outcomes

The Student Transition & Outcomes 2022-2026 Strategy shares our ambition of making King's more equitable. Together, our lifecycle approach to widening participation ensures King's is focused on access, successful transitions, and good graduate outcomes. The emphasis in this strategy on closing attainment gaps and supporting student mental health and wellbeing is mirrored in the strategic priorities of Student Transition & Outcomes.



# Aim 1

## **Continue to increase the proportion of students from underrepresented backgrounds enrolling at university**

Young people from the poorest backgrounds are four times less likely to progress to university than their more affluent peers. They are fifteen times less likely to progress to a high tariff university like King's. To address this, we will grow the number of young people from underrepresented groups and areas of deprivation entering King's and other universities.

### **Objectives**

- Continually improve the effectiveness of our social mobility and widening participation programmes based on a lifecycle and long-term, multi-intervention approach
- Support priority group students to access university, including care-experienced students, estranged students, forced migrants, and young carers
- Partner with social mobility and widening participation organisations to extend our reach and capacity
- Work with parents, carers, teachers, and social workers so they can support their young people to access university
- Increase the proportion of students from underrepresented backgrounds in specific faculties by supporting academic and professional services staff to deliver effective widening participation initiatives
- Use contextual admissions to increase the proportion of students from underrepresented backgrounds gaining a place at King's

## Aim 2

### Raise the GCSE and A-Level attainment of learners from underrepresented backgrounds

Prior attainment is a key determiner of whether a student progresses to university. We will support our schools and communities to raise attainment. By doing this we will increase the number of learners from underrepresented backgrounds making competitive university applications.

### Objectives

- Continue to grow and improve existing attainment raising activity, including King's Scholars, Scholars+, K+ Raising Attainment, and We Care Mentors
- Work with partners and schools to improve pupil subject knowledge
- Support high quality teaching by providing continued professional development for teachers
- Test whether embedding metacognition and academic skill development across our programmes can positively impact attainment
- Evaluate the effectiveness of our approach to attainment raising by generating causal evidence



# Aim 3

## Improve social mobility in regions with high deprivation and low university participation

Social mobility cold spots exist around the UK. Extending our widening participation engagement to these areas can impact university progression rates. We will work alongside local communities that are an accessible distance from our campuses and where there is an identified need. We will promote higher education pathways rooted in the local community.

### Objectives

- Embed and further develop social mobility and widening participation activity in Essex, Kent, and Hastings to increase university progression in these areas
- Grow the number of young people able to make competitive applications to university by testing an attainment raising intervention in one or more of these areas



# Aim 4

## Support the mental health and wellbeing of our young people

The pandemic has exacerbated the number of young people struggling with their mental health. Poor mental health is a barrier to attainment and affects university progression and social mobility. We will work with schools, partners, and academics to ensure young people can thrive.

### Objectives

- Use community organising to set up mental health hubs for parents and pupils in ten local schools
- Support participants with mental health conditions to thrive on our programmes and make a successful transition to university
- Encourage young people to develop self-efficacy, social-connectedness, help-seeking behaviours, and self-care practices which promote good mental health and wellbeing
- Set-up an advisory group of mental health experts to guide our work in this area





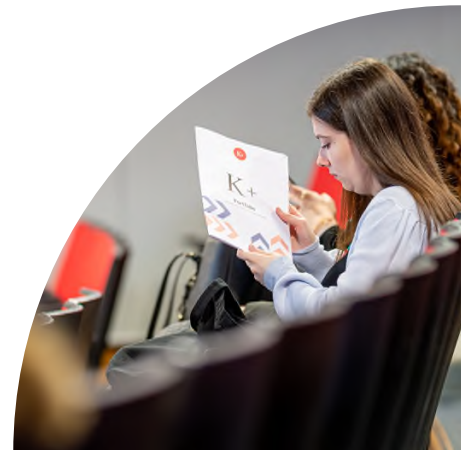
# Aim 5

## Increase knowledge of what works in widening participation

Despite many years of widening participation activity, there is limited causal evidence showing the effect of activities on student outcomes. We will generate causal evidence demonstrating what works and what does not when it comes to increasing university access.

### Objectives

- Increase knowledge of what works in university access
- Ensure findings result in changes to practice
- Improve ability of practitioners to complete evaluation independently and to a high standard
- Be an example of how to adopt a 'What Works approach' within a university



# Enablers

To deliver our strategy we will strengthen how we operate as a department. We have identified three key areas where we can improve. The actions outlined in each section are not exhaustive. Over the strategy period, the management team will identify further opportunities to embed these enablers.

## Develop our ability to deliver high quality online provision

Between 2020 and 2021, remote learning demonstrated the need for high quality online provision. We want to continue building on the progress we have made in this area. Enhancing our use of online learning platforms will help us improve the quality and accessibility of existing programmes. It will help us engage young people and communities in London, Essex, Kent, and Hastings.

To develop our ability to deliver high quality online provision, we will explore the benefits of increasing our online information, advice and guidance resources. Staff will incorporate best practice in online learning into our programmes. We will continue to address the digital divide by providing devices to all King's Scholars participants who need one.

## Streamline our programme offering and approach to project management

We will streamline our programme portfolio and project management processes so staff can deliver our new strategic priorities. By reducing the complexity of our programme offering, we will make it simpler for young people and their supporters to navigate our opportunities.

To achieve this streamlining, we will merge our post-16 programmes under K+. We will carry out an annual review of all our programmes to consolidate content and end interventions with less impact. We will reduce duplication in our project management processes through more cross-project working. We will free up time for project officers by recruiting a new office administrator.

## Learn from others and self-reflect

We wish to spend more time learning from others and reflecting on our activities so we can strengthen our work. This strategy takes us into new areas, especially student mental health. It is important that we seek existing best practice from across the education sector.

To learn more from others, we will shadow widening participation colleagues from other universities. We will also find inspiration for new ways of working from outside of higher education. To improve our self-reflection, we will increase opportunities for constructive feedback and create a framework for staff members to reflect on their own practices. We will build on our reflective thinking “offline” days and find ways to protect staff time to make the most of these.



# Strategy governance

## Aim 1

Progress towards Aim 1 is monitored through project reports. These respond to the impact measures set out in each project's theory of change. Project reports will receive feedback from the Associate Director of Social Mobility & Widening Participation and are circulated to all department staff.

## Aims 2-5

Responsibility for fulfilling Aims 2-5 of our strategy lies with the Social Mobility & Widening Participation Department's strategy implementation groups.

The strategy groups will create detailed objectives for each aim. They will set targets and milestones, against which progress is measured. Meetings are held three times a year, after which the chair will report on progress to the Social Mobility & Widening Participation Department leadership team. Twice a year, the strategy groups will share progress with the whole department at a dedicated in-person team meeting.

The Social Mobility & Widening Participation Department will provide an annual strategy progress summary for the Social Mobility & Access & Participation Plan Steering Group.

## Enablers

The Social Mobility & Widening Participation Department management team will own and take accountability for delivering the enablers outlined in this strategy. The management team will share progress reports at the biannual strategy team meetings.

# Student Voice

We will recruit from amongst our widening participation ambassadors a group of student partners. The student partners will attend strategy groups and progress meetings. They will challenge the decisions of staff, push for clarity in thought, and contribute their own ideas. Student partners are paid in excess of the London Living Wage.

Our student ambassadors will continue to play an important role in delivering content which reflects their experiences and insights during programme activities.

Students will participate in focus groups as we develop and test new ideas.

# UN Sustainable Development Goals

Our strategy contributes to the UN Sustainable Development Goals of:



King's College London  
Social Mobility and Widening Participation Department

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[@KCLWP](https://www.kcl.ac.uk/social-mobility-widening-participation)  
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