
King's College Council

Meeting date 28 March 2024

Paper reference KCC-24-03-28-02

Status Final

Meeting of the King's College Council to be held on **Thursday 28 March 2024 at 17:00, TEAMS meeting**

Agenda

1	Welcome, apologies and notices	KCC-24-03-28-01	Chair
2	Declarations of Interests (to note)	KCC-24-03-28-02	
3	Approval of agenda	KCC-24-03-28-03	Chair
4	Unanimous Consent Agenda , including:	KCC-24-03-28-04	Chair
	4.1 Minutes of the Previous Meeting (to approve)	KCC-24-03-28-04.1	
	4.2 Council Business Plan (to note)	KCC-24-03-28-04.2	
	4.3 Actions Log (to note)	KCC-24-03-28-04.3	
	4.4 2025/2026 draft meeting dates (to approve)	KCC-24-03-28-04.4	
5	Matters Arising	Verbal	Chair
6	Report of the Chair	Verbal	Chair
7	Report of the Vice-Chancellor & President		
	7.1 Summary Report of Key Issues (to note)	KCC-24-03-28-07.1	Vice-Chancellor &
	7.2 Benchmark Report March 2024 Update (to note)	KCC-24-03-28-07.2	President
8	Report of the KCLSU		
	Summary Report of Key Issues (to note)	KCC-24-03-28-08	KCLSU President
9	Report on Development of a Board Assurance Framework (BAF) (to approve)	KCC-24-03-28-09	ARCC Chair
10	COMMITTEE REPORTS		
10.1	Report of the Governance & Nominations Committee	KCC-24-03-28-10.1	GNC Chair
	(i) Chair's Search Update (to note)		
	(ii) Update on Governance Review Implementation		
10.2	Report of the Finance Committee	KCC-24-03-28-10.2	FC Chair
	(i) Second PET Scanner FBC (to approve)		
	(ii) Asset Management Programme (to note)		
	(iii) Battersea Halls of Residence (to note)		
	(iv) Centre for Translational Medicine FBC (to note)		
	(v) Champion Hill Update (to note)		
	(vi) Procurement Strategy 2024/25 – 2026/27 (to note)		
	(vii) Financial Reporting and Planning reports (to note)		
	(viii) Adoption of BAF and Terms of Reference (to note)		

10.3	Report of the Estates Strategy Committee (i) Second PET Scanner FBC (to approve) (ii) Champion Hill (to note) <i>The remainder of the ESC report is on the Unanimous Consent Agenda</i>	KCC-24-03-28-10.3	ESC Chair
10.4	Report of the Audit, Risk & Compliance Committee (i) Annual Health & Safety Report (to approve) (ii) Enterprise Portfolio Management (to note) <i>The remainder of the ARCC report is on the Unanimous Consent Agenda</i>	KCC-24-03-28-10.4	ARCC Chair
10.5	Report of the Academic Board (i) Universitatum Magna Charta (to approve) <i>The remainder of the AB report is on the Unanimous Consent Agenda</i>	KCC-24-03-28-10.5	AB Chair
10.6	Report of the Staff & Culture Strategy Committee <i>The SCSC report is on the Unanimous Consent Agenda</i>	KCC-24-03-28-10.6	SCSC Chair
10.7	Report of the Fellowship & Honorary Degrees Committee - RESERVED (i) Nominations for Fellowship of King's College (to approve) <i>The remainder of the FHDC report is on the Unanimous Consent Agenda</i>	KCC-24-03-28-10.7	Chair
10.8	Report of the Remuneration Committee - RESERVED	KCC-24-03-28-10.8	Chair, RemCom
11	Any other business	Verbal	Chair
12	Meeting Adjourned <i>The next meeting of Council, on 9 May 2024, will be on the Denmark Hill Campus</i>	Verbal	Chair

Lord Geidt
March 2024

King's College Council

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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)

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

Alizeh Abrar

- Vice-President (Post-Graduate), KCLSU

Vivek Ahuja

- 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) King's
- Trustee, Society of Jewellery Historians
- Vice Chair, Berkhamsted Swim Club (voluntary)
- Member of the Society of Jewellery Historians
- Member of the Society of Renaissance Studies

Tom Berry

- Trustee, Employers' Network for Equality and Inclusion (enei)
- Member of the governing body of Glenthorne High School
- NED Mental Health First Aid England CIT
- NED Aequitas Global Ltd
- NED HMDG Ltd
- Trustee EOT, With Public Relations Ltd
- Owner, Be Less Beige Ltd
- Owner, One Question Ltd

Hillary Briffa

- Lecturer in National Security Studies in the Department of War Studies
- Circle U Chair – Climate Hub

- Programme Director, MA in National Security Studies
- *Vice-Chair of the governing board of Godwin Junior School (10 June 2019 – 9 June 2023)*
- *Chair of the governing board of Carpenters Primary School (18 September 2023 – 17 September 2027)*
- Registered as self-employed – private rental
- Member of University College Union

Paul Cartwright

- Chaplaincy Volunteer at West Hertfordshire Teaching Hospitals NHS Trust from 1 July 2022
- Fellow of The Institute of Chartered Accountants in England and Wales (ICAEW)
- Member, Finance & General Purposes Committee, King's College London Maths School
- *Trustee of Raise, West Hertfordshire Hospitals NHS Trust Charity 1052210 (ended 31 May 2022)*
- *Non-Executive Director of West Hertfordshire Hospitals NHS Trust (ended 31 May 2022)*

Donna Catley

- Paid employee of Diploma plc, from 1 September 2023
- *Paid employee of Compass Group; Company Director, Compass Group UK&I (ended 31 December 2022)* Note: College has a small investment with Compass Group through a managed fund.

Jon Coles

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

Paul Goswell

- Trustee of the Somerset House Trust
- CEO of Delancey Real Estate Asset Management
- Cape Projects Limited; Cortx Holdings Limited; Croydon Plaza Limited; DCIF UK General Partner Limited; Delancey Asset Management Limited; Delancey Coinvestment Limited; Delancey Investment Advisory Services Limited; Delancey Nw1 Co-Investments Ltd; Delancey Nw1 Group Ltd; Delancey Nw1 Promote Ltd; Delancey Partners Co. Limited; Delancey Real Estate Asset Management Group Limited; Delancey Real Estate Asset Management Limited; Delancey Real Estate Debt Services Limited; Delancey Real Estate Investment Management Limited; Delancey Real Estate Partners Limited; Delancey Real Estate Partners Limited; Dqr Capital Limited; Dream Nw1 Co-Invest Spv Limited; Dream Nw1 Gp Spv Limited; Dv4 Administration 1 Uk Limited; Five Oaks Investments Limited; Headland Investments Limited; Jupiter Properties 2011 Uk Limited; Minerva (Croydon) Limited; Minerva (Finance) Limited; Minerva (Kensington Developments) Limited; Minerva (Stores) Limited; Minerva Corporation Limited; Minerva Limited; Mount Kendal Limited; Mount Kendall Group Limited; Newincco 1404 Limited; Newincco 1407 Limited; Nw1 Partners (Gp) Ltd; Nw1 Spanish Logistics (Uk) Holdco Ltd;
- Ownership (part): Penninsular Projects Ltd, Cortx Holdings Ltd, Delancey Real Estate Debt Services Ltd
- Member of the RICS

Vinay Jha

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

Shitij Kapur

- Vice-Chancellor & President, King's College London
- Non-Executive Director, Russell Group of Universities
- Member, Advisory Board of the Medical Research Future Fund, Australia
- Member, International Advisory Council, SUSTech University, Shenzhen, China
- Member, Collegiate Council, University of London
- Commissioner, International Higher Education Commission

- Chair, UUK Advisory Group on Free Speech & Academic Freedom

Ron Kerr

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

Steve Large

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

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

Rachel Mills

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

Kim Piper

- 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

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

Steven Suresh

- President of the King's College London Student Union

Richard Trembath

- Senior Vice President, Health & Life Sciences, Professor of Medical Genetics, Faculty of Life Sciences & Medicine, KCL
- Executive Director, King's Health Partners
- Director & Trustee, The Francis Crick Institute

- Non-Executive Director, King's College Hospital
- Non-Executive Director, MedCity Life Sciences Advisory Board
- Board Director, UK Biobank
- Non-Executive Director, MedCity
- Member, Royal College of Physicians
- Member, Academy of Medical Sciences
- Member, British Society for Human Genetics
- Member, Association of Physicians of Great Britain
- Member, American Society of Human Genetics

Nhuoc Lan Tu

- Self-employed Consultant
- Board member, Paypoint Group plc (from March 2024)
- Board member and Chair of Compensation Committee (from March 2022, WNS Holdings Ltd.)
- Non-Executive Director and Senior Independent Director (from March 2022) – Shawbrook Bank Ltd
- Non-Executive Director – Shawbrook Group PLC
- Director, Lonsdale Road (Barnes) Management Company Ltd
- Member, National Association of Corporate Directors, USA
- *Board Advisor – Mental Health at Work CIC (ended December 2023)*

Stephan Weiner

- Guy's & St Thomas' Trust (GSTT) – Non-Executive Director and Chair of Transformation and Major Programmes Committee (*left GSTT Finance Committee in January 2023; left Board in June 2023*)
- King's College Hospital (KCH) – Non-Executive Director and Chair of Major Programme Committee and Finance Committee (*KCH Finance Committee membership ended January 2023; KCH Board membership ended October 2023*)
- Crown Commercial Service - Non-Executive Director, Chair of Audit Committee
- Freshminds – ANC – ad hoc advisory consulting
- *MediClinic – Non-Executive Director, Chair of Remuneration Committee (ended May 2023)*

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Paper reference	KCC-24-03-28-03
Status	Final



Unanimous Consent Agenda

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

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

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

Item Title	Paper	Action
4.1 Minutes of January 2024 meeting	KCC-24-03-28-04.1	Approve
4.2 Council Rolling Calendar of Business	KCC-24-03-28-04.2	Note
4.3 Actions Log	KCC-24-03-28-04.3	Note
4.4 2025/2026 draft meeting dates	KCC-24-03-28-04.4	Approve
10.3 Report of the Estates Strategy Committee - <i>RESERVED</i>	KCC-24-03-28-10.4	All to note
(i) Champion Hill Equity release		
(ii) Bush House SouthWest Wing Update		
(iii) Courtauld Institute of Art		
(iv) Virginia Woolf Building Decant Update		
(v) King's Interdisciplinary Science Update		
(vi) Major Project Status Report		
(vii) Report of the Director of Estates & Facilities		
(viii) Adoption of BAF and Terms of Reference		
10.4 Report of the Audit, Risk & Compliance Committee	KCC-24-03-28-10.4	All to Note
(i) Internal Assurance Update		
(ii) Risk to the Research Strategy		
10.5 Report of the Academic Board	KCC-24-03-28-10.5	All to Note
(i) Research Strategy		
(ii) Freedom of Expression Standing Advisory Group		
(iii) Report of the College Education Committee		
(iv) Report of the College Research Committee		
(v) Chair's Actions		
(vi) Election of Associates of King's College (AKC)		
10.6 Report of the Staff & Culture Strategy Committee	KCC-24-03-28-10.6	All to Note
(i) Update on Staff Survey and Engagement		
(ii) Update on EDI Initiatives		
(iii) SCSC Programme – Priorities of VP (People & Talent)		

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

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Status	Final

Council Business Plan

Action required

- For approval
 To recommend for approval
 For discussion
 To note

Paper Explanation for Members

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

Paper Submitted by:

Irene Birrell
College Secretary

Council Business Plan

Strategic discussion

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

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

Regular Agenda Items

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

- Finance Committee
- Audit, Risk & Compliance Committee
- Estates Strategy Committee ([Capital Projects coming up for approval in blue](#))
- Governance & Nominations Committee
- Academic Board
- Fellowships & Honorary Degrees Committee
- Chairs' Committee
- Remuneration Committee
- Staff & Culture Strategy Committee

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

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

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

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

Council Business Plan

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

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

18 January 2024 <i>(strategic focus)</i>	Student/community story Student experience of AI	<i>discuss</i>	VP (Education & Student Success)
	<i>Governance Review Recommendations</i>	<i>Approve</i>	GNC
	<i>Modern Slavery Act Annual Statement</i>	<i>Approve</i>	<i>Chief Procurement Officer</i>
	<i>In Defence of Value-Based Impartiality</i>	<i>Note</i>	VP IES
28 March 2024 Teams <i>(Business focus)</i>	<i>Benchmark Report</i>	Discuss	SVP Operations/Director of Analytics
	<i>Annual Health & Safety Report</i>	Approve	Audit, Risk & Compliance Committee
	<i>Annual report of the Chief Procurement Officer</i>	Note	Audit, Risk & Compliance Committee
	Enterprise Portfolio Management	Note	Audit, Risk & Compliance Committee
	<i>Fellowships of the College</i>	Approve	Fellowships & Honorary Degree Committee
	Chair's Search Update	Note	GNC
	Governance Review Implementation Update	Discuss	GNC
	Universitatum Magna Charta	Approve	Vice-Chancellor
	Second PET Scanner FBC	Approve	Estates Strategy Committee & Finance Committee
9 May 2024 Denmark Hill Campus <i>(Strategic focus)</i>	Policy Institute presentation "reading the political rooms"		
	Bush House SouthWest Wing – Update	Discuss	Estates Strategy Committee & Finance Committee
	Governance Review Implementation	Approve/Discuss	GNC
	<i>KCLSU Returning Officer's Election Report</i>	Note	KCLSU President
10 July 2024 Bush House <i>(Business focus)</i>	Student/community story: Careers & Employability	Discuss	VP (Education & Student Success)
	<i>Financial Plan</i>	Approve	Finance Committee
	<i>Council Away Day agenda for September</i>	Note	Governance & Nominations Committee
	<i>Meeting Cycle for the next year but one</i>	Note	Governance & Nominations Committee
	<i>Fundraising Operations Annual Report</i>	Approve	Audit, Risk & Compliance Committee
	<i>Fundraising Ethics Review Group Annual Report</i>	Approve	Audit, Risk & Compliance Committee
	<i>Report on senior team performance and remuneration</i>	Discuss	Remuneration Committee
	<i>KCL/KCLSU Memorandum of Understanding</i>	Approve	Vice-Chancellor & President
	<i>Reappointment of Members</i>	Approve	GNC
	<i>Memorandum of Understanding – KCL/KCLSU</i>	Approve	<i>KCLSU President & Vice-Chancellor & President</i>
Advanced Therapies - AAV Expansion Business Case	Approve	Estates Strategy Committee & Finance Committee	

	Bush House SouthWest Wing	Approve	Estates Strategy Committee & Finance Committee
	<i>Access and Participation Plan Monitoring Report</i>	Approve	VP Education/Academic Board
	Appointment of New Chair of Council	Approve	GNC
	Council Business Plan for 2024/2025 academic year	Approve	GNC
	Governance Review Implementation Update	Approve/Discuss	GNC

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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
18-	4.3	Actions Log	Deadlines to be added for all actions			28 March meeting	Complete
18-01-24	7.1	Vice-Chancellor report (Admissions)	A presentation on 'reading the political rooms' and understanding the different parties' positions and their likely impact on HE	Invite Policy Institute to present to Council	College Secretary	9 May meeting	In Progress
21-11-23	7	King's Digital (Report of the Vice-Chancellor)	[REDACTED]	Include in an update to the Vice-Chancellor report	Vice-Chancellor	9 May meeting	In progress
21-11-23	8	KCLSU President report	KCLSU main priorities this year were the rent guarantee scheme and tuition fee instalments. After hearing about Australian competition in the Vice-Chancellor's report discussion, the KCLSU President noted that Australian fees are cheaper and payable in instalments and that UCL and LSE both offered three month instalments of tuition fees and rent guarantee schemes. In London students were often required to pay six months rent up front. The Chair of the Estates Strategy Committee urged the KCLSU to liaise with the Chief Financial Officer and the Senior Vice President (Academic) on KCLSU proposals regarding fee instalments and rent guarantee schemes. Council requested to be kept updated on those discussions.	Update included in 28 March meeting Vice-Chancellor report. Any updates will be included in future reports.	KCLSU President & CFO and SVP Academic	28 March meeting	Complete

Meeting	Minute	Topic	Decision for Action	Notes	Owner	Original deadline	Progress
11-05-23	7.2	Portfolio Simplification Programme	Information to be provided at a future meeting re the financial objectives of the programme and whether they had been achieved	Note included in 28 March meeting Vice-Chancellor report	Vice-Chancellor	28 March meeting	Complete
18-01-23	10.2	Social Mobility & Widening Participation	Background information on the strategy & requirements to be provided at a future meeting	To return to Council when obtaining APP approval for submission	Vice-Chancellor	See notes	In progress
22.11.22	5.3	Student Success Transformation Programme	Opportunities for Council to scrutinise the programme implementation		VP (Education)	Throughout 2023	Ongoing
23/11/21	7.1 (iii)	LIHE	Review of benefits two to three years out against what was promised.		SVP (Operations)	Not due until 2023 or 2024	In progress

Irene Birrell
College Secretary
March 2024

King's College Council	
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Draft Meeting Cycle proposed for 2025/2026

Action required

- For approval
 For discussion
 To note

Motion: That the proposed meeting cycle for the academic year 2025-2026, be approved, noting that changes may be required with the introduction of the Board Assurance Framework

Paper Explanation for Members

Why is this paper being presented?	The meeting cycle is planned two years in advance to ensure that dates are in diaries, and that preferred rooms are booked. The proposed cycle for the 2025/2026 academic year follows the pattern for the 2023/2024 and 2024/2025 cycles, with minor amendments which take account of bank holidays and school holidays.
What are the key points/issues?	<p>Estates Strategy Committee, Finance Committee and Council meetings are aligned, where possible, to facilitate the progression of capital investment proposals in a timely way (which means that the separately scheduled joint meetings of ESC and FC are less likely to be needed). With the introduction of the Board Assurance Framework, it might be considered beneficial for the Audit, Risk & Compliance meeting to occur last in the cycle.</p> <p>Key:</p> <ul style="list-style-type: none"> • Blue refers to 24/25 dates • Green refers to 23/24 dates • NB – paper deadlines are three weeks before each meeting (or longer if holidays in-between) • NB – ABOC to meet <u>at least</u> three weeks before Academic Board (AB) • Most papers despatched one week before meeting, except AB which is two weeks before
What is required from members?	Council is asked to consider and approve the proposed meeting cycle for the academic year 2025-2026.

Paper Submitted by:

Joanna Brown
Governance Manager

Draft Meeting Cycle proposed for 2025/2026

September 2025	Mon 15 Sept Mon 22 Sept Tue 23 Sept Wed 24 Sept Thurs 2 Oct	09.45 -11:45 10:00 -12:00 18:00 -21:30 08:00 -17:00 15:00-17:00	Estates Strategy Meeting (also hold for joint FC meeting) ABOC Council Away Day Dinner (<i>Strategic Focus</i>) COUNCIL Away Day Remuneration Committee
October 2025	Tue 7 Oct Mon 13 Oct Wed 15 Oct	16:00 – 18:00 16:00 – 18:00 14:00 - 16:30	Staff & Culture Strategy Committee Governance & Nominations Committee (<i>23/24 = 19 Oct</i>) Academic Board (<i>23/24 = 1 Nov</i>)
November 2025	Mon 3 Nov Tue 4 Nov Thu 6 Nov Mon 10 Nov Thu 13 Nov Mon 23 Nov	9:45-11:45am 16:00 – 18:00 15:00 – 17:00 16:00 – 18:00 10:00 – 12:00 17:00 – 19:30	Estates Strategy Audit, Risk & Compliance Fellowships & Honorary Degrees Finance Committee Academic Board Operations Committee (<i>23/24 = 22 Nov</i>) COUNCIL (<i>have moved a week later as otherwise papers circulated on FC day</i>) (<i>23/24 = 21 Nov</i>)
December 2025	Wed 10 Dec	14:00 – 16:30	Academic Board (<i>Strategic Focus</i>)

January 2026	Mon 12 Jan Mon 26 Jan	16:00 – 18:00 17:00 – 19:30	Joint Finance & Estates Strategy Meeting (holder) (<i>23/24 = 16 Jan</i>) COUNCIL (<i>Strategic Focus</i>) (<i>have moved a week later – deadline immediately after xmas – move later still?</i>)
February 2026	Thurs 5 Feb Mon 9 Feb Tues 10 Feb Mon 23 Feb Mon 23 Feb	15:00-17:00 9-11am 16:00-18:00 16:00 – 18:00 9:45-11:45am	Remuneration Committee Academic Board Operations Committee Staff & Culture Strategy Committee Governance & Nominations (<i>week later to avoid Feb half term</i>) Estates Strategy (<i>23/24 = 27 Feb</i>)
March 2026	Wed 4 Mar Mon 9 Mar Tue 10 Mar Wed 11 Mar Mon 16 Mar Mon 23 March	2-4.30pm 16:00 – 18:00 16:00 – 18:00 15:00-17:00 10:00 – 12:00 17:00 – 19:30	Academic Board Finance Audit, Risk & Compliance FHDC Academic Board Operations Committee (<i>23/24 = 27 mar</i>) COUNCIL (<i>week earlier to avoid Easter</i>)

April 2026	Wed 15 Apr Mon 27 April	14:00 – 16:30 16:00 – 18:00	Academic Board (<i>Strategic Focus</i>) (<i>first wed after Easter hols</i>) Joint Finance & Estates Strategy Meeting (holder)
May 2026	Mon 11 May	17:00 – 19:30	COUNCIL Strategic Focus Meeting
June 2026	Tue 2 Jun Mon 8 June Tue 9 June Thurs 11 June Mon 15 June Mon 22 June Mon 29 June	16:00 – 18:00 10:00 – 12:00 16:00 – 18:00 15:00-17:00 16:00 – 18:00 09:45 -11:45 16:00 – 18:00	Audit, Risk & Compliance Academic Board Operations Committee Staff & Culture Strategy Committee Remuneration Committee Governance & Nominations Estates Strategy (<i>23/24 = 13 Jun</i>) Finance (<i>23/24 = 19 Jun</i>)
July 2026	Wed 1 July Mon 20 Jul	14:00 – 16:30 17:00 – 19:30	Academic Board (<i>23/24 = 26 Jun</i>) COUNCIL (<i>23/24 = 10 July</i>) <i>schools often break up about 22/23 July, so could be 13 July instead in line with 23/24 dates?</i>

King's College Council	
Meeting date	28 March 2024
Paper reference	KCC-24-03-27-07.1
Status	Final
Access	Members and senior executives – note RESERVED items

Vice-Chancellor's report

Action required

- For approval
- For discussion
- To note

Paper Explanation for Members

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

Paper Submitted by:
Vice-Chancellor & President

Vice-Chancellor's Report

Section A - Current topics

Council Action List updates

Portfolio Simplification:

Council asked for an update on the financial objectives of the programme and whether they had been achieved. The programme was set up and run by the previous Vice President Education, Nicola Phillips in 2018-2019. No financial objectives were set. It was positioned as improving the student experience. This was by design. Nicola believed setting financial targets would raise antibodies amongst academic colleagues. At the time Nicola viewed Portfolio Simplification as phase 1. Phase 2 was to be what the Student Success Transformation Programme (SSTP) has become. SSTP was conceived some four years ago but Covid and industrial action got in the way. SSTP is the process by which we put our services on a secure foundation (including marking, timetabling, and curriculum management, and progression and awards) and then take out costs. The savings are still there to be had and will be quantified by the SSTP business case currently under preparation.

Fee Payments:

With regard to the discussions with KCLSU on their proposals for fee installments, the payment of fees is part of the SSTP program, but the earliest we could look at changes is for 2025 entry. Given the other issues in student administration and fundamental issues on the student journey, this is not likely to become a high priority. We have also emphasized that we treat any student in genuine difficulty very sympathetically and enable longer time for payments or a different payment profile.

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

King’s Benefits – Childcare Subsidy

Further to the update I gave in my last report about a range of My King’s Benefits we had announced as part of our thriving staff community strategic pillar, we have since publicized a childcare subsidy scheme for all staff with children under three years old offering a 20% subsidy where children are receiving care from an Ofsted registered provider.

Israel/Gaza response

We continue to keep a watching brief on the crisis and to support staff and students. I am personally hosting a facilitated event for staff and students to discuss issues around the crisis including our values-based impartiality approach. Providing such an opportunity has gone down well in other universities and I will be supported by academic experts on the issues. The senior management team has endorsed additional support to students and academics displaced by conflict through our Sanctuary Programme. We have committed to provide up to an additional £500,000 per year for at least the next three years to support fee waivers and stipends for students at Foundation, UG and PG levels and for PGR and academics seeking support through The Council for At Risk Academics (CARA). We will seek to leverage this University investment into philanthropic funding to further increase our capacity to offer support.





Separation of Fundraising teams for King's and for for Guy's and St Thomas' Foundation (GSTT)

Following a review, the Foundation has decided to bring the contract to a close and establish an in-house fundraising and supporter engagement function. This is in some ways the pangs of success, because as the GSTT fundraising success has grown so has their ambition. A new four-year fundraising strategy has been agreed by Trustees and significantly raised their target ambition. GSTF engaged external consultants to consider the best structures and ways of working to support these ambitions, which informed the decision to insource the activity.

This will be a significant change management process that both King's and GSTF are on track to complete by 31 July this year. Both parties are committed to making sure that this is a well-managed process that leads to newly configured fundraising operations that are able to deliver on the philanthropic ambitions of both organisations.

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

- 9th Jan - UK Dementia Research Institute dinner
- 15th Jan – King's Fellows of the Royal Society dinner
- 16th Jan - UUK Freedom of Speech Advisory Group meeting with OfS
- 24th Jan – Mark Hallett, Director, Courtauld Institute of Art
- 24th Jan – UUK Freedom of Speech Advisory Group meeting with Arif Ahmed
- 30th Jan – VC's African Leadership dinner
- 5th/6th Feb – Democracy and Free Speech on Campus, Windsor Castle
- 8th Feb – Russell Group Board meeting
- 15th Feb – Phil Baty, Editorial Director, Times Higher Education
- 15th Feb - King's Future of HE dinner
- 16th Feb – Alderman Alastair King, Lord Mayor of London
- 20th Feb – Kirsty MacDonald, Deputy Principal (Advancement), Royal Academy of Music
- 26th Feb – Powering London event with Rt Hon Greg Hands MP
- 14th March – Michael Spence, Provost, UCL
- 14th March – John Blake, Director for Fair Access and Participation, Office for Students
- 15th March – Larry Kramer, President & Vice-Chancellor, LSE

Section C - Media Coverage

- In February, I launched the [Vice-Chancellor awards](#), a new scholarship scheme for PGT students domiciled in India. This programme is envisioned as a global scheme that will attract the brightest minds from all over the world, starting with India, as part of targeted work we are doing to advance world-leading education and deliver tangible impact.
- The [AI season at Science Gallery London](#) also came to close at the end of February. Named as one of the best free exhibitions in London by Evening Standard, Condé Nast Traveller and Visit London, 'AI: Who's Looking After Me?' enjoyed a hugely positive response from visitors and critics alike, attracting over 30,000 visitors.

- Researchers in the Faculty of Life Sciences & Medicine found that a [drug used to treat rheumatoid arthritis can also prevent the disease](#). The results were covered widely by the media including on BBC 2's [Newsnight](#), BBC Radio 4 World at One, BBC One's Morning Live, ITV News, [The Times](#), [The Guardian](#), [The Telegraph](#), [The Independent](#), the [Mail Online](#) and [Libération](#).
- Professor Anne Vanhoostenberge commented on the news that Elon Musk's company Neuralink were successful in implanting a brain chip in a human and which were covered by the [BBC](#), the [Independent](#), [The Guardian](#), [The Daily Telegraph](#), the [Evening Standard](#), [i News](#), [TIME](#), [Fortune](#), [Der Spiegel](#), El Pais, [Nouvelle du Monde](#), [La Stampa](#) the [Boston Herald](#), [BBC News Brasil](#) and she was interviewed on [BBC World Service](#) and [BBC Radio 4](#).
A [study by The Policy Institute and the Global Institute for Women's Leadership](#) found that young people's attitudes to masculinity and women's equality show signs of an emerging gender divide. This was covered by [The Guardian](#), the [Daily Telegraph](#), [The Times](#), [The Independent](#), [Forbes](#) and was featured on Sky News' 'Kay Burley at Breakfast' and [ABC News](#). Professor Rosie Campbell and Dr Alice Evans were interviewed about the study on [BBC Radio 4's Woman's Hour](#), on BBC News and on CBS primetime with John Dickerson.
- A [national survey](#) found children in the UK are more in favour of the British monarchy than young adults. This was one of the 'top ten most read' stories on [BBC News](#), and was also featured in [The Telegraph](#), [The Times](#), BBC Radio 4 and the Daily Express.
- Our academics continue to provide their expertise to comment in the media on the Middle East, including on the death of Alexei Navalny. This includes Professor Michael Clarke who wrote a piece for [The Sun](#), Professor Sam Greene who was interviewed on BBC News, Sky News and quoted in [The Telegraph](#), Dr Maxim Alyukov who was quoted in [The Independent](#), [The Telegraph](#), [Business Insider US](#) and featured on the [Sky News podcast](#), Professor Gulnaz Sharafutdinova who was quoted in [Sky News](#) and the [Daily Express](#) and Professor Sir Lawrence Freedman who was quoted in the [Sydney Morning Herald](#).

Shitij Kapur, Vice-Chancellor & President
March 2024

These pages have been redacted

King's College Council	
Meeting date	28 March 2024
Paper reference	KCC-24-03-28-08
Status	Final

KCLSU President's Report

Action required

- For approval
 For Discussion
 To Note

Paper Explanation for Members

Why is this paper being presented?	King's College Council receives a report from the King's College London Students' Union (KCLSU) President at each of its meetings; this is the third report to College Council in this academic cycle. The paper aims to provide relevant updates to Council.
What are the key points/issues?	<ul style="list-style-type: none"> • Progress update on the Rent Guarantor Scheme and Tuition Fee instalments
What is required from members?	It will be appreciated if College Council members can help direct the team to individuals who can help progress objectives.

Paper History

Action Taken	By	Date of Meeting
Discussed	College Council	21/11/2023
Discussed	College Council	18/01/2024

Paper Submitted by:

KCLSU President 2023-2024

KCLSU President Report

Progress Update on Rent Guarantor Scheme

After meeting with Steve Large and Malcolm Ace recently, we are happy to confirm that King's will be creating a working group to implement the Rent Guarantor Scheme. The idea was met with support from both Steve Large and Malcolm Ace; we are looking forward for this to be implemented as soon as possible.

The implementation of a Rent Guarantor Scheme at King's College London would mark a significant step forward in enhancing the student experience, particularly in terms of fostering a stronger sense of belonging among the student body. Such schemes are vital for students, especially those who might struggle to secure accommodation due to the lack of a suitable guarantor. This initiative addresses a crucial need, opening up more equitable access to housing and, by extension, to the full spectrum of university life. Here are several reasons why a Rent Guarantor Scheme is particularly important for students:

1. Ease of Access to Housing

Many students, especially international ones or those from lower-income backgrounds, face challenges in securing a rental property because they cannot provide a guarantor that meets landlords' requirements. A Rent Guarantor Scheme removes this barrier, ensuring that more students have the opportunity to live in proximity to campus. This accessibility is not just about physical proximity; it's about ensuring that all students have the opportunity to fully immerse themselves in the campus culture. Without a guarantor, students often have to pay 6-12 months of their rent upfront, forcing them to live further away from Central London. A lot of students could afford the monthly payment, but not paying it all upfront on top of our short fee instalments.

2. Enhanced Sense of Belonging

Living close to campus allows students to engage more fully with university life. It enables easier participation in extracurricular activities, societies, and events that are crucial for building relationships and fostering a sense of community. When students feel they belong, it positively impacts their academic performance, mental health, and overall university experience.

3. Increased Participation in Campus Activities

Proximity to campus due to easier access to housing means students can more readily attend lectures, seminars, workshops, and social events. This increased participation not only enriches their academic experience but also enhances their personal development and networking opportunities. It builds a vibrant campus life where students are more connected to each other and to the faculty.

4. Supports Academic Success

Living closer to campus reduces the time and stress associated with long commutes, allowing students to devote more time to their studies, access campus resources like libraries and study groups, and seek support from faculty and peers when needed. This proximity can lead to improved academic outcomes and a more rewarding educational experience.

5. Promotes Equality and Diversity

By providing a guarantor for students who might otherwise be unable to secure housing, KCL is taking a significant step towards promoting equality of opportunity. This approach ensures that all students, regardless of their background, have an equal chance to succeed and participate in university life. It underscores the institution's commitment to diversity and inclusion, making the campus a more welcoming place for everyone.

6. Improves Student Well-being

Access to suitable housing close to campus can significantly impact students' mental health and well-being. It reduces the stress associated with housing insecurity and long commutes, providing students with more time to focus on their studies, socialize, and engage in self-care activities. Feeling secure in their living situation, students are better positioned to thrive both academically and personally.

In summary, the Rent Guarantor Scheme envisioned by Steven Suresh, with the support of King's, is more than just a housing solution. It's a strategic initiative aimed at enhancing the overall student experience, promoting equity, and building a vibrant, inclusive community on campus. By ensuring that students have the opportunity to live closer to campus, King's is not only addressing a practical need but also reinforcing its commitment to student success and well-being.

Progress Update on Tuition Fee Instalments

The conversation involving Steve Large and Malcolm Ace regarding the structure of fee payments highlighted an important aspect of student financial planning. While King's initially expressed scepticism about the need for additional fee instalment options beyond the existing two, recognizing that most students can manage the current arrangement, the decision to further explore the possibility reflects a responsive and thoughtful approach to student welfare. There are several compelling reasons why offering more instalment options, including a third or more payment plans, could significantly benefit students and their families:

1. Improved Cash Flow Management

Spreading fee payments over more instalments can greatly assist students and their families in managing their cash flow more effectively. Many students are not just paying tuition; they also have to cover living expenses, books, and other educational materials. More instalment options mean that families can plan their finances better over the year, reducing the strain of having to pay a large sum in two payments close to each other.

2. Increased Accessibility

For students from lower-income families or those without access to significant financial support, the ability to spread payments over a longer period could make higher education more accessible. It reduces the financial barrier to entry, enabling more students to afford college without the need for excessive borrowing or working excessive hours alongside their studies.

3. Reduction in Financial Stress

Financial stress is a significant issue for many students and can adversely affect their mental health and academic performance. By allowing tuition fees to be paid in more manageable amounts over

a longer period, KCL can help alleviate some of this stress, contributing to a more positive and productive university experience.

4. Flexibility for Unforeseen Circumstances

Life is unpredictable, and students or their families can face unexpected financial challenges. More flexible payment options can provide a safety net for those who might encounter sudden changes in their financial situation, such as job loss, health issues, or other emergencies, ensuring that students can continue their education uninterrupted.

5. Encourages Financial Planning and Responsibility

Introducing additional fee instalments can also serve as an educational tool, encouraging students to develop budgeting and financial planning skills. Learning to manage instalment payments responsibly can provide valuable life skills that will benefit students long after they graduate.

6. Broadens the Socio-economic Diversity of the Student Body

By making tuition payments more manageable, KCL can attract and retain a more diverse student population. This socio-economic diversity enriches the campus culture, enhances the learning environment, and reflects a more inclusive approach to education.

7. Aligns with the Financial Realities of Today's Students

The financial landscape for today's students is markedly different from previous generations, with higher tuition fees, living costs, and the prevalence of part-time work and internships. Offering more instalment options acknowledges these realities and adapts to the current needs of the student body.

Steven would like an active discussion based on what he has outlined above and is looking forward to everyone's feedback.

King's College London

Meeting date 21 March 2024

Paper reference KCC-24-03-21-09

Status Final

Access Members and senior executives



Board Assurance Framework

Action required:

- For approval
- For discussion
- To note

Motion: That a formal Board Assurance Framework (BAF) Council advisory panel be formed comprising of Paul Cartwright, Steve Weiner, Sir Ron Kerr and Sir Jon Coles, until the BAF is implemented.

Executive summary

At the last meeting of the Audit, Risk & Compliance Committee (ARCC), it was agreed that a set of recommendations should be put before the College Council to move forward with the creation of a Board Assurance Framework (BAF). Council agreed the recommendations and also approved a separate recommendation in the AdvanceHE Governance Review report that the University should conclude the work already commenced to introduce the BAF.

This paper updates Council on the progress made on the implementation of the BAF since its last meeting and sets out the next steps in the process.

Members are requested to approve membership of a formal BAF Council advisory panel to oversee the implementation of the BAF.

Board Assurance Framework

Introduction

Significant progress has been made this term on developing a Board Assurance Framework (BAF) for the University. At the last meeting of the ARCC, members recommended a set of four proposals to be put forward to College Council around the implementation of the BAF. These proposals were approved by Council at its November meeting. In summary, the proposals were to:

1. Undertake a workshop involving both members of the Council and executive to discuss the chief threats and risks to the strategy in order to identify the assurance themes for the BAF.
2. Amend the terms of reference for all committees of Council to include a responsibility for oversight of those BAF assurance themes where the committee has particular expertise.
3. Identify an organisation within the governance structure which will steer the work of the committees with respect to the BAF, and also include inputs from the executive.
4. Work with the external auditor to ensure the BAF is delivered successfully and procure packets of work externally where required to speed up the implementation.

These proposals were approved by Council at its November 2023 meeting. Council provided further endorsement for the work to create the BAF at its January 2024 meeting, when it was considered in the context of the AdvanceHE Governance Review, which included a recommendation that “the College concludes the development of a Board Assurance Framework with a view to establishing a BAF that will support a focus on achieving the College's strategic objectives and will be fully owned by the Council and its committees.”

Resourcing and supporting the creation of the Board Assurance Framework

Following discussions with management, it was decided that the University could resource the development of the BAF from in-house sources. In part, there was an economic reason for this decision, but the more substantial reason for wanting to keep the BAF's development in-house was to give it a distinctly “King's” flavour and to ensure that it developed in accordance with the University's needs and processes, rather than be fitted to a consultant's pre-formed model.

Work to create the BAF is being co-ordinated from the Secretariat, under the supervision of the Deputy College Secretary and key project resource is being provided by the Finance Procurement Strategic Planning and Analytics Directorate, led by the Integrated Planning Senior Project Manager. This project resource is crucial, as it provides key links into the Strategic Planning teams who hold much of the information upon which the BAF will be built. The benefits of working with the Strategic Planning team are already becoming apparent. The senior management sponsor for this work is the Vice-President (Finance).

Interaction with the Council is being led by the Chair of ARCC, who is also a member of the Governance and Nominations Committee (GNC). This means that one member can be responsible for reporting back and forth with ARCC, GNC and the Council. In order to progress work, and in line with the proposal presented to Council in November, the project team have also engaged with a small group of Council members who have previous experience of Board Assurance Frameworks, either in NHS or Government settings. These members are Steve Weiner, Sir Ron Kerr and Sir Jon Coles. It is proposed that this group of four Council members are formally recognised as the expert panel for this work and continue to provide advice and support for the project team. Council approval for this will be sought at its March 2024 meeting.

Practical first steps

A workshop to start identifying the broad areas upon which the Council wishes to take assurance took place on 13 February. This was attended by the Council BAF advisory panel. The executive was represented by the Senior Vice-President (Operations) and the Senior Vice-President (Academic) and the Vice-President (Finance). Also in attendance were the Director of Strategic Planning and the Deputy College Secretary. The Vice-President (Finance), who is familiar with using Board Assurance Frameworks from his time in the National Health Service, led the session.

Several stimuli for thought and conversation had been shared with the attendees prior to the meeting, including a list of the senior executives' immediate strategic priorities for the 2023/24 academic year, the current risk register and an outline of the University's control environment. At the workshop this background information was overlaid by the specific objectives contained within the pillars of, and enablers for, Strategy 2026.

This process stimulated a discussion which took account of the broad range of topics that the Council encounters, but allowed the identification of a subset of areas where it was essential for the Council to be taking assurance, owing to their strategic or longer-term importance.

Output from Workshop and ARCC

Following the workshop, the project team have turned the notes from the discussions into a draft list of twelve areas upon which to base the initial BAF. This draft has been shared internally, and we have now expanded it into a draft list of specific assurance questions upon which the Council should concentrate during its meetings. The list includes the assurance focus and identifies the responsible member of the executive, executive committee and assurance committee for each area, together with the links to Strategy 2026.

At ARCC, there was general support for the process and progress made. Concerns were raised as to whether Council would be fully sighted on all the strategically important issues by this process. It was confirmed that the framework could/would change with events and different priorities and risks. The framework is intended to give Council a clear line of sight to our strategic priorities.

The draft list can be found in **Appendix A** and the Strategy 2026 objectives are appended in **Appendix B**.

Governance Considerations

Whilst work continues on refining the documentation for the BAF, we also need to work with the committees of Council, their Chairs and secretaries, to ensure that they are suitably prepared for the introduction of the new Framework.

Up to now, the ARCC has been responsible for assuring Council that the Executive's management of threats to strategic objectives was adequate and effective. However, that approach misses out on the expert input of members who sit on the other specialist committees of Council. Under the new approach, this expert scrutiny would be utilised in the provision of assurance to Council in the areas listed above.

With one obvious exception (the Academic Board), the spread of assurance areas is relatively evenly distributed across the committees. Anything which does not currently have an obvious docking point, or which spans multiple disciplines, has been allocated to the ARCC to continue to scrutinise. The model proposed here gives Academic Board a large proportion of the responsibility for providing assurance to Council. This is because of the centrality of the academic mission in Strategy 2026.

The draft list in Appendix A includes an initial assessment of which committee of Council should be responsible for scrutiny of each area on behalf of Council. Feedback from members of Council on the appropriateness of the proposed structure for committed scrutiny would also be welcomed.

There remains a need to identify a committee which will co-ordinate the work of the BAF and collaborate with the internal audit teams to ensure that sufficient assurance evidence is brought forward for the committees fulfil their responsibilities for proper scrutiny.

The project team has updated the Governance and Nominations Committee (GNC) on progress following the Workshop.

This change in the committee remit will require some discussion with each committee Chair, although the Chairs of two of the relevant committees are already familiar with the requirements through their longstanding familiarity with BAFs in other settings and their involvement in the process to develop the King's BAF. It is also important that the Committee Chairs approve the wording of the issue providing Board assurance and the actions and mitigations. The process of scrutinising and providing assurance within each committee may need close support to begin with. This support will include helping the committees to understand how the assurance functions operate at King's and what evidence will be placed before them to help them discharge their new obligations.

The introduction of the BAF will require a small amendment to each committee's terms of reference. The project team updated the Governance and Nominations Committee (GNC) on progress following the Workshop and has recommended that the same clause is added to each committee terms of reference, as this will future proof the process for any committees which are not currently being asked to take up an assurance responsibility but may be asked to do so in the future. The recommended text is:

The Committee will have the responsibility for undertaking any assurance work assigned to it by the Council or by any person or group to which the Council designates its authority to manage the Board Assurance Framework on its behalf. The Committee will make its report in the manner prescribed by Council or its designate.

This recommendation is still under consideration by the GNC.

Next Steps

The project team is currently working on preparing the detailed BAF statements for Council as a strawman for the June cycle of committee meetings. This will allow the committees and Council to comment on, and assist, the development of the BAF, before it comes into full use at the start of the 2024/25 Academic Year, in August 2024.

An example of a BAF statement, which has been developed as an early example of one of the assurance areas identified (That the year-on-year target operating surpluses (including income from all sources) are delivered in order to achieve a 7.5% surplus in 2029 to support capital investment ambitions) is included in **Appendix C**. Any early impressions on the contents or format of the BAF statement would also be welcomed at this early stage.

We are also currently considering the best way to engage the Committee Chairs and members in an education programme to familiarise them with their new responsibilities for scrutinising the various assurances provided for each of these areas of the Strategy 2026.

Reports will be brought back to the ARCC at the June meeting.

Members are requested to provide feedback on the areas of assurance focus and also on the proposed structure for committee scrutiny listed in Appendix A. Members are also invited to provide feedback on the construction and contents of the example BAF statement provided in Appendix C.

#	Strat theme	Strategy 2026 Goal & Enabler	BAF Assurance Focus	Responsible Executive	Executive Committee	Assurance Committee	Key Associated Strategy 2026 Objectives	Associated Enterprise Risk #
1	FOUR KEY GOALS	Enabling Student Success	That the value King's academic qualifications is maintained, that a high level of academic integrity continues to be a feature of those qualifications, and the quality of a King's degree remains above the minimum required by the regulator.	SVP (Academic)	University Executive	Academic Board	1.2	1
2			That a high quality of student experience is offered to King's students, including support throughout the student lifecycle and appropriate student outcomes.	SVP (Academic)	University Executive	Academic Board	1.1; 1.4	1
3		Knowledge with purpose: service and impact	That teaching and research at King's has real-world impacts, either through the opening of education to groups who are vulnerable or under-represented in HE, through high-impact collaborations and partnerships, or through translational research.	SVP (Academic)	VMM	Academic Board	1.3; 3.4; 4.2; 4.3	1, 4, 12
4		Sustainable Research and Innovation Excellence	That the University continues to produce high quality and impactful research which is financially sustainable and geared towards attracting optimum level of funding through multiple channels and maintaining a supportive and thriving research environment and culture.	VP (Research)	University Executive	Academic Board	3.1; 3.2; 3.3; 3.4; B.2	3
5			That the University continues to comply with it's regulatory and legal obligations, so that it can undertake the level of academic research required to remain cutting edge	VP (Research)	University Executive	Academic Board	3.5	2
6		Thriving Staff Community	That the University attracts, retains and motivates all staff to create a thriving staff community	VP (People & Talent)	VMM	Staff Culture & Strategy Committee	2.1; 2.2; 2.3	5
7	THREE KEY ENABLERS	Simple, Numbe, Effective	That the administrative and ancillary support infrastructure for the core academic mission operates at an optimal level, providing both ease of use for those who need to access it and value for money corporately.	SVP (Operations)	VMM	ARCC (due to the variety of areas this covers)	A.1; A.2; A.3; C.3	7, 8
8		Physical & Digital Estate	That the physical estate is fit for its current purpose and that appropriate measures are being taken to undertake planning for the future physical needs of the core academic mission.	SVP (Operations)	VMM	Estates Strategy Committee	B.1; B.3; C.2	
9			That the digital estate is fit for its current purpose and that digital transformation is being approached at appropriate pace, taking into account all pedegogical, administrative & support needs as appropriate, whilst ensuring that the cyber security posture is appropriately mature.	SVP (Operations)	University Executive	ARCC (until creation of a Transformation or Digital committee)	1.2; 3.3; B.1; B.2; B.3	8
10		Sustainable Finances	That the target for student numbers is capable of supporting the strategic plan and growth at the University and fully takes account of an appropriate market diversification, splits between level of study, and the mix of educational delivery methods.	SVP (Operations) / SVP (Academic)	University Executive	Finance Committee	1.3; C.1; C.4	9
11			That the year-on-year target operating surpluses (including income from all sources) are delivered in order to achieve a 7.5% surplus in 2029 to support capital investment ambitions.	VP (Finance)	University Executive	Finance Committee	C.1; C.2; C.3; C.4	9, 10, 12
12	OTHER	Underpins all	That the University is adequately prepared for policy shocks or the fallout from geopolitical events and has a horizon scanning & resilience capability which minimises the possibility of it being unesttled by unforeseen events.	SVP (Operations) / SVP (Academic)	VMM	Audit, Risk and Compliance Committee	C.1	11, 14

Our vision	To make the world a better place through our excellence in teaching and research, and through our service to society				
Four key goals	Enabling student success	A thriving King’s staff community	Sustainable research and innovation excellence	Knowledge with purpose: service and impact	
	We will enable success for an increasingly diverse student body through world-class education – designing this future with our students and staff	We will continue to build a thriving staff community at King’s, particularly through supporting our staff to develop their potential within a positive and inclusive culture	We will build on our strong foundations to ensure sustainable excellence in research and innovation	We will use our assets and capabilities to make a difference in the world, including making a step change in our approach to sustainability and climate change	
Supported by three key enablers	A simple, nimble, effective King’s		A physical and digital estate which is integrated and accessible		Sustainable finances
	We will deliver operational excellence through processes, systems and services which are simple, nimble, effective and responsive to the needs of our students and staff		We will evolve our physical and digital estate to meet the changing needs of our students, staff and community and ensure it is accessible to all		We will generate sufficient financial flexibility to allow us to invest in this strategy and the future success of King’s, its staff and its students
Underpinned by Our Principles in Action	Inclusiveness	Challenge	Support	Connection	Sustainability*


The tables below show where the key strategic objectives interact with the Board Assurance Framework identified in the final column of Appendix A:

Goals	1. Enabling student success	2. A thriving King's staff community	3. Sustainable research and innovation excellence	4. Knowledge with purpose: service and impact
Objectives	<p>1.1 A focus on data-informed and personalised student journeys</p> <p>1.2 Enable and support our academic staff to design and deliver an education that is world-class</p> <p>1.3 Widen King's educational reach to new and increasingly diverse learners</p> <p>1.4 Become a sector-leader in supporting student mental health and wellbeing</p>	<p>2.1 Build a thriving, diverse and inclusive community where all feel they are respected and belong</p> <p>2.2 Measure and improve our support for staff wellbeing, and staff engagement</p> <p>2.3 Develop and empower our staff to build their chosen careers at King's and beyond</p>	<p>3.1 Build excellence at scale in Natural, Mathematical & Engineering Sciences</p> <p>3.2 Extend our strengths in health research to drive impact</p> <p>3.3 Accelerate growth in digital, AI and data-driven research</p> <p>3.4 Strengthen support for research impact – including applied research & commercial partnerships</p> <p>3.5 Enhance our research culture, focusing on careers, ethical, open research and research-enhanced education</p>	<p>4.1 Lead in education & research for a just transition to net zero and build sustainability into all our actions: become a net zero institution by 2030</p> <p>4.2 Continue to deploy our knowledge in service to society; engage the communities we serve in London, the UK and globally through equitable partnerships</p> <p>4.3 Be impact driven in all that we do, adopting a whole-university approach and collaborating with our partners to solve global challenges where our work can make the biggest difference together</p>

Enablers	A. A simple, nimble, effective King's	B. A physical and digital estate which is integrated and accessible	C. Sustainable finances
Objectives	<p>A1. Strengthen the quality and consistency of Professional Services across King's, fixing the basics and driving down unit costs over time</p> <p>A2. Go further in transforming Student/Education support, Research support and HR to support student success, sustainable research excellence and staff</p> <p>A3. Optimise Professional Services by aligning people, space, technology and culture while embracing hybrid working</p>	<p>B1. Develop a physical and digital estate that supports our aspirations for teaching and learning and is accessible to all students and staff</p> <p>B2. Support research excellence by developing the infrastructure and skills to make a step change in digital research capabilities, and will provide high quality, sustainable and efficient physical research environments</p> <p>B3. Support evolving ways of working by providing high-quality and accessible physical and digital environments</p>	<p>C1. Grow & diversify our income; developing new income streams in executive education, online programmes and through philanthropy</p> <p>C2. Reduce the relative cost of our space whilst improving satisfaction, by being more efficient and targeted in our usage of campus spaces</p> <p>C3. Continue to improve the value for money of our services whilst ensuring appropriate resourcing and investment</p> <p>C4. Executive Deans will manage their faculties within clear financial envelopes and will have the information, tools and incentives to do so</p>

BAF # 21		16	
Deliver the 2024-2025 IPP giving a 5.5% surplus, with a plan to achieve 7.5% surplus by 2029			
Executive Lead:	VP (Finance)	Assurance Committee:	Finance Committee
Executive Committee:	VMM	Last Review Date:	T2 2023/24

Strategic Importance, Risk & Other Considerations			
Link to strategic aim or enabler:	Sustainable Finances	Relevant KPI & RAG rating	Operating Contribution as a % of income, reset annually
Link to Risk Register & RAG rating	#10 - That the university fails to deliver the targets included within the Integrated Planning Process (IPP): i.e., an Operating Contribution of 4.5% of turnover in 2023/24, 5.5% in 2024/25 and 6% in 2025/26.		
Other relevant considerations:			

Current Risk Scoring							
Term:	T1 (23/24)	T2 (23/24)	T3 (23/24)	T1 (24/25)	Change from Previous Term	Gross Risk	Target Risk
Likelihood:		4					6
Impact:		4					
Risk Rating:	0	16	0	0		0	

Controls & Assurance	
Key Controls & Mitigations	Assurance Outputs
<p>Strategic, financial and business planning through the Integrated Planning Process (IPP).</p> <p>Strategic framework for business case development including clear criteria for expected returns (margins) and effective gateways reviews for significant investments - to be gradually more effective</p> <p>Monthly management accounts and reforecasting each month by budget unit for in-year monitoring</p> <p>Annual price setting for key variables - unregulated tuition fees, halls of residence fees.</p> <p>Annual TRAC return, inflation setting and consideration of research cost recovery influencing research income</p> <p>Procurement Strategy (see Actions) to influence non-staff spend with three year targets</p> <p>Financial performance and risk assessment reviewed at key points during the academic year.</p> <p>IPP planning and reporting to monitor financial performance and projections over a three year period, including an annual scenario planning exercises with PST</p> <p>Incorporation of specific financial improvement plans and schemes in-year and within future IPP</p> <p>Annual scenario planning with VST</p> <p>Specific financial improvement plans to be built into IPP process (see Actions)</p> <p>Promised benefits from approved business cases to be built into budgets</p>	<p>First Line:</p> <p>Faculty & Central Directorates IPP Quarterly Meetings - need clear action outcomes for in-year and longer term corrections</p> <p>Monthly financial reporting and forecasting</p> <p>Major investment benefits to be built in to IPP plans and monitored</p> <p>Monitoring Board for thematic financial improvements (see Actions)</p> <p>Second Line:</p> <p>IPP reporting to SVP Academic & SVP Operations</p> <p>Investment Sub Committee (ISC), Campus Development Fund (CDF), Project Board Review to monitor investments and benefits</p> <p>University Executive reporting & sign off</p> <p>Finance Committee/Council annual budget sign off</p> <p>Enterprise Risk Register</p> <p>Five year plan submitted to OFS annually</p> <p>Internal Audit reports (as commissioned)</p> <p>Third Line:</p> <p>Annual Financial Statements reconciled with operating surpluses</p> <p>Annual Standard & Poors assessment against public debt issuance</p> <p>Compliance with external covenants illustrates flexibility with debt holders</p>
Control or Assurance Gaps	
<p>Need to enhance elements of King's work included in IPP to produce true operating surplus.</p> <p>Reporting improvements on secondary measures (eg cash).</p> <p>Improve in-year and longer term efficiency measures.</p> <p>Uncertain external benchmarking particularly linking costs to performance</p>	

Actions Planned			
Action	Lead	Due Date	Update
Procurement Strategy	CFO	Mar-24	Finance Committee March 2024
Thematic Financial Improvements	SVP(O)/CFO	Jun-24	To be incorporated in IPP 2024
Benefits of investment cases in budgets	CFO	Jun-24	To be incorporated in IPP 2024
Improved market pricing of unregulated tuition fees	CFO	Jun-24	Impact IPP from 2025/26

Report of the Governance and Nominations Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Chair's Search Update	22 February 2024	No	Note
2. Governance Review report	22 February 2024	No	Note

To Note

1. [Redacted content]

2. Governance Review Report

The Committee focused on the priorities of the Board Assurance Framework (BAF), KPI benchmarking, and a communications plan for the release of the review. The Chair of GNC and the Chair of the Audit, Risk & Compliance Committee would meet separately to discuss the BAF. The workshop had gone well, and time would be allocated to BAF at the 28 March meeting of Council.

The Vice-Chancellor would provide a benchmarking report to the next meeting of Council, and take forward the Advance HE governance review recommendation on KPIs. The Vice-Chancellor would also work with the Executive Director, Communications & External Affairs on a communications plan for releasing the 2023 Governance Review report.

The Chair of GNC and the College Secretary would discuss the implementation plan for the governance review recommendations.

King's College Council

Meeting date 28 March 2024

Paper reference KCC-24-03-28-10.2

Status Final

Access Members and senior executives

Report of the Finance Committee (FC)

Contents	Meeting at which considered	Consent agenda	Council action
1. Total Body PET scanners Full Business Case [Also see Estates Strategy Committee report]	21 March 2024	No	Approve
2. Asset Management Programme	21 March 2024	No	Note
3. Battersea Halls of Residence	21 March 2024	No	Note
4. Centre for Translational Medicine FBC	21 March 2024	No	Note
5. Champion Hill Update	21 March 2024	No	Note
6. Procurement Strategy 2024/25 – 2026/27	21 March 2024	No	Note
7. Financial Reporting & Planning	21 March 2024	No	Note
8. Adoption of a Board Assurance Framework and Committee Terms of Reference	21 March 2024	No	Note

To Approve

1. Total Body PET scanners Full Business Case - Annex 1 [Also see Estates Strategy Committee report]

Motion:

That the Full Business Case (FBC) for the acquisition of two Total Body PET scanners be supported

Background:

King's College London and Guy's and St Thomas' (GSTT) PET Centre currently house two existing PET-CT scanners which need to be replaced. The scanners have a dual role in delivering NHS diagnostic scanning to NHS patients under an NHS contract as well as supporting King's research. In view of a grant award of £12m from the Medical Research Council to replace the first of these PET-CT scanners with a next generation Siemens Quadra Total PET scanner, it makes sense for the University to buy a second as part of a coordinated programme in order to achieve savings in project and construction costs. [REDACTED]

Securing two Total Body PET scanners on a single site would establish the King's/GSTT PET Centre at the forefront of its peers globally: it would be the first site with two Siemens total body PET scanners. King's was contracted to provide PET-CT to the GSTT and south London population 2019 – 2029. The new scanners would increase the capacity above the clinical commitment for research purposes from around 3% of capacity to 25%. This will allow for more funded research in the School of Biomedical Engineering and Imaging Sciences as well as other academic areas.

The funding for the second scanner is described in **Annex 1**. It is a mixture of funding from the long term accumulated surpluses from the NHS clinical contract (since 2019) and funding from our strategic investment fund in recognition of the importance and value of this research and teaching area.

For Note

2. Asset Management Programme

The Chair to provide a verbal update (Finance Committee meets the day that Council papers are circulated, and Finance Committee did not receive a report for this item).

3. Battersea Halls of Residence

Finance Committee was requested to approve the arrangements for taking student rooms in the Battersea development as financially sustainable and in line with the modest growth plan of the accommodation strategy.

4. Centre for Translational Medicine FBC

Finance Committee was requested to approve, the extension of the SCIF funding for a further two years, at a further commitment of [REDACTED] from the Faculty.

The strategic objective of the CTM was to work with our health partners to maintain significant research activity after the ending of the Biomedical Research Centre (BRC) grant and to put King's and our partners in the best position to re-bid for the BRC status and funding in 2027.

The total commitment of King's to the project would be [REDACTED] from SCIF plus contributions of resources and staff time from the Faculty of Life Sciences and Medicine equivalent to [REDACTED] per annum. [REDACTED]

5. [REDACTED]

6. Procurement Strategy 2024/25 – 2026/27

Finance Committee was requested to discuss the proposals for the King's Procurement Strategy – a significant change from current practice. The proposals had been approved by the University Executive at its meeting on 7 March 2024, and were also considered at the Audit, Risk & Compliance meeting of 12 March.

Chair to update Council on the Finance Committee discussion.

7. Financial Reporting & Planning

(i) S&P Credit Rating Update 2023/24

Finance Committee received the latest (January 2024) S&P public credit rating for King's, a requirement for King's debt issuance. The credit rating is unchanged at AA- Outlook Stable, a very good result for King's, and an endorsement of our financial performance and our financial plans.

(ii) Comparison of Large English Russell Group Universities Financial Statements 2021/22 and 2022/23

Finance Committee received comparisons of financial performance of large English Russell Group Universities based on their 2022/23 financial statements.

(iii)

(iv) High Level Sensitivity Analysis – Financial Dependency

The University business model has been very successful, and King’s is stronger financially than in the recent past. But it has an endemic risk in its current dependency on international student tuition fee income as the engine of growth, and the risk is forecast to increase, without a ready means of mitigation.

The Finance Committee, in considering the IPP forecasts and the University Five Year Forecasts, has previously expressed its concern over the increasing dependency on international student tuition fees. The dependency allows for the current level of cross subsidy for other activity – particularly home student teaching and research – and is the main engine of growth for the future. The Committee received a high-level analysis paper evaluating the financial consequences should future growth assumptions not be achieved. The Committee asked the Vice-President (Finance) to ensure that through the IPP, the mitigation options are clearly articulated.

(v) Investment Sub-Committee Report

8. Adoption of a Board Assurance Framework and Committee Terms of Reference

The Finance Committee was updated regarding the recent governance review which had supported the introduction of a Board Assurance Framework. Individual committees will have responsibility for scrutinising the management of various types of risks rather than it being done solely through the Audit, Risk & Compliance Committee (ARCC), and this will provide Council with another level of assurance. In future there will be a risk item on the Finance Committee agenda which will inform ARCC. The next meeting of Finance Committee would be requested to consider potential related changes to the Committee’s Terms of Reference.

To note: due to the meeting being inquorate, the votes for the above approvals are being carried out by email as per Ordinance B9.5(v), the results of which will be confirmed during the Finance Committee Report at the Council meeting.

Steve Weiner
Chair, Finance Committee

These pages have been redacted

King's College Council

Meeting date 28 March 2024**Paper reference** KCC-24-03-28-10.4**Status** Final**Access** Members and senior executives**FOI release** Following Council meeting



Report of the Audit, Risk and Compliance Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Annual Health & Safety Report (Annex 1)	12 March 2024	No	Approve
2. Enterprise Portfolio Management	12 March 2024	No	Note
3. Internal Assurance update	12 March 2024	Yes	Note
4. Risk presentations and discussions: Risks to the Research Strategy (Annex 2)	12 March 2024	Yes	Note

For approval

1. Annual Health & Safety Report

Motion: That the Council approve the Annual Health & Safety Report for the 2022-23 Academic Year.

It was noted that the Health & Safety team had made regular reports to the ARCC over the period through the termly Compliance Report. These reports had covered topics such as the ongoing remedial actions arising from Health and Safety Executive (HSE) enforcement, processes for hosting third parties on site and the new Building Safety Act, which will be regulated by the HSE.

The Director of Health & Safety highlighted three areas of the annual report for members to note in particular:

- A Primary Authority Partnership (PAP) Agreement has been negotiated with the London Fire Brigade (LFB), providing King's with one lead point across all of its campuses located in different boroughs. As part of this process, the LFB had made a high-level assessment of all the University's arrangements for fire safety and assessed that they were sufficiently well organised and compliant for both parties to benefit from the agreement. As part of the agreement, the University undertook to establish a calendar of site inspections and design a continual improvement programme. The University has also created Fire Statements of Intent, which adopts the principle of individual and collective responsibility during fire evacuations.
- Several important posts, which were previously vacant, have been filled. These were the Head of Fire and Workplace Safety (replacing two previously vacant roles), the Head of Workplace Health (a new role focussed on health risk management and occupational health) and the Head of Radiation Safety and University Radiation Protection Officer, replacing a previous incumbent.
- Emergency and evacuation plans have been revised in light of new hybrid working patterns. The Health and Safety team have revised documentation and advice on regulatory compliance following the prioritisation of evacuation by the DVP (Operations).

Following questioning from members of the ARCC, actions were taken to:

- Consider the promotion of the replacement of plastics used in laboratories with glassware, given that developments in technology had made glassware safer to use in laboratories and the benefits of returning to reusable equipment would have a positive environmental impact.
- Provide a better understanding of the University's approach to in-vacuation, as opposed to evacuation, where there was a threat to safety, such as a marauding attacker, present on campus or nearby.

The requested information will be brought back to the June meeting of the ARCC.

For note

2. Enterprise Portfolio Management

The Director of Portfolio highlighted some of the recent improvements in the management of projects across the University. It was noted that a number of lessons learned exercises are now taken at various stages of the project lifecycle and this is facilitated largely by the Associate Director of Project Assurance in the Business Assurance team. Several projects are undertaken each year, and the results of these are put into a repository or library for future projects to learn from.

This term, a particularly interesting deep dive into the benefits accruing from the Worktribe system had taken place and there were a number of findings to come out of the final report. This included unexpected findings that the crystallisation of benefits in one area had caused disbenefits in other areas. The lessons learned results for the project included a set of comparisons to baseline, which concluded that the Worktribe project was over budget and over time. The key reasons for this were the impact of Covid, specification changes and general churn of staff.

There was some concern expressed by members that the full breadth of project activity was not captured by the Portfolio view, and that some activity was taking place which was not being reported. In particular, members were concerned by the lack of detail around the Student Success Transformation Programme (SSTP), which showed as black on the RAG rating, where several members had expected that report to be showing as a red-rated risk. The Director of Portfolio noted that this impression resulted from the dashboard view of the portfolio not yet capturing the status of projects which are identified as part of the Transformation Programme, including the SSTP. The transformation portfolio is still forming and is in its definition phase, which explained why members had not been able to find the risk rating for the SSTP summarised in the paper. The Chair expressed some concern about this particular project, noting that members had expected there to be a full business case, target operating model and implementation plan by now and for the programme to appear on the dashboard view of the portfolio. The ARCC notes this as a serious risk and has requested that an item on the progress of the SSTP be brought to the next committee meeting in June.

The Director of Portfolio noted that a central portfolio management tool has been procured, which will lead to the creation of an enhanced dashboard, the production of which will be much less manual. It was also noted that a Delivery Assurance Manager had recently been hired to enhance the current process. A number of projects have been delivered recently on time and to budget, as expected, and this included the medical device manufacturing facilities, the viral vectors facilities and the London Institute of Healthcare Engineering.

Members commended the progress made in this area but asked for an improvement in the presentation of the overall portfolio to help the reader understand the position with regards to individual project status.

3. Internal Assurance Update

The Director of Risk Assurance noted that the implementation of recommendations from previous audits was going well. A number of recommendations which were showing as outstanding were residual actions from audits where several other recommendations had been fully implemented, and these were just waiting to be completed. Just over half of the outstanding recommendations which had gone past their original target dates were in the Finance domain, and a meeting was planned with the Vice-President (Finance) to clear some of these up. Revised target dates had been agreed with all of the relevant areas.

In terms of new audit work, 13 new assurance exercises had been completed since the last ARCC meeting in November 2023. There were three areas of assurance focus which were considered as requiring significant improvement, all of which were in the Finance area. The Vice-President (Finance) undertook to discuss these with the Director of Risk Assurance and to ensure that recommendation for remedial action were all implemented. In particular, bringing all financial reporting through the faculty management reporting, rather than having some sat in self-financing accounts and unreported, would remediate several of the issues identified in the audit reports.

4. Risk discussion: Risks to the Research Strategy

The ARCC members received a presentation on the management of risk to the Research Strategy by the Vice-President (Research). The minute of this discussion can be found in **Annex 2**.

Annual Health & Safety Report



HEALTH & SAFETY SERVICES

HEALTH & SAFETY MANAGEMENT

ANNUAL REPORT 2022-23

SUBJECT	Health, Safety and Fire Safety		
DOCUMENT NUMBER	RO29		
ISSUE NUMBER	4	REVISION NUMBER	01
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DOCUMENT RECORD

DOCUMENT HISTORY					
ISSUE	REV	DATE	SUMMARY OF CHANGES	AUTH	APP
01	00	19/02/2021	First issue Interim Report 2019-2020	SJ/DS	SJ
01	01	14/06/2021	Final Report including assurance responses from faculties and directorates (section 5.1) 2019-2020	SJ/DS	SJ
02	01	22/11/2021	2020 – 2021 Annual Report	SJ/DS	SJ
03	01	15/11/2022	2021-2022 Annual Report	SJ/DS	SJ
04	00	10/11/2023	2022-2023 Annual Report	H&SS	SJ
04	01	29/01/2024	2022-2023 Annual Report for ARCC with additional late return result on self-assessment audit.	H&SS	SJ

DOCUMENT STATUS

Issued/Pending

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APPENDIX A APPENDICES

1.0 INTRODUCTION

1.1 This report is structured around the best practice model of Plan-Do-Check-Review referenced by Health & Safety Executive, ISO 45001 and other quality management systems. The report covers the period 1 August 2022 to 31 July 2023.

2.0 PLAN

2.1 System Development

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

- Health, Safety & Welfare Statement of Intent
- SP01 Health, Safety, Welfare & Fire Safety Policy (comprising Statements of Intent, Responsibilities, Roles and Arrangements)
- ToR for Health & Safety Management Group (HSMG)
- SPR040 Management Arrangements for Biological Safety
- SOS014 First-Aid Needs Assessment
- SPR047 Prevention & Control of Laboratory Animal Allergy
- GN070 Lone and Out of Hours Working Guidance

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

- Fire Safety Statement of Intent
- SPR048 Lone Working Risk Management
- GN071 and GN071a Occupational Health Management Referral Guidance and FAQs

2.2 Competent Advice & Support

2.2.1 Health & Safety Services (H&SS) recruited:

- Head of Fire & Workplace Safety (replacing two vacant roles in fire and infrastructure safety)
- Head of Workplace Health (a new role focusing on health risk management and occupational health)
- Head of Radiation Safety (and University Radiation Protection Officer) following departure of the previous role holder.

2.2.2 H&SS initiated consultations within the directorate relating to a restructure of its administrative support and junior advisory positions to improve its competency and resource capability to meet the advice and assurance needs of a continually growing and more complex organisation.

2.3 Risk Register

2.3.1 In compliance reports to Audit Risk & Compliance Committee the following aspects were identified under Occupational Health & Safety and Fire Safety during the period:

- On-going remedial actions arising from HSE enforcement
- Processes and arrangements for hosting 3rd party organisations on site
- Emergency evacuation
- Low level radioactive waste disposal compliance
- Strengthening of HSE regulatory oversight of work with ionising radiations
- New Building Safety Act (to be regulated by HSE)

2.4 Leadership

2.4.1 HSMG (Chaired by Principal & President) met in November 2022, April 2023 and July 2023 to review and discuss health and safety risk management performance.

2.4.2 University Executive received update reports in October 2022 and June 2023.

2.4.3 A proposal for training of senior managers and leaders in their health and safety responsibilities was approved at November 2022 HSMG. Training will be provided by Eversheds Sutherland and take place in early 2024.

2.5 Horizon Scanning

HSE Re-Consent Process for work with ionising radiations

2.5.1 In 2022 HSE announced that it would be significantly tightening the regulation of work with ionising radiation following a review of UK regulation by the International Atomic Energy Agency (IAEA). This will be achieved through a fully revised process that is according to risk: Notification (low risk), Registration (medium risk), and Consent (high risk).

2.5.2 King's currently has four Consents registered with HSE for work with ionising radiation, and preparations are underway at a central and local level, under the leadership of the new Head of Radiation Safety (and RPO) who arrived in May 2023, via a review (and revision as necessary) of existing risk management arrangements.

2.5.3 The new process is due to begin in October 2023 and will run every five years, with 20% of employers being subject to re-consent each year. Re-Consent will require submission of written evidence of risk management arrangements (in the form of a Safety Assessment) followed by site inspections by specialist inspectors.

2.6 Revised Approved List of Biological Agents

2.6.1 The revised Approved List of Biological Agents recently published by HSE will have an impact on King's, in particular work by IoPPN, with regards to research with proteopathic seeds (which

behave in a similar way to prions). Key impacts relate to increased requirements for waste deactivation and treatment.

2.7 Revised guidance for high security research facilities

2.7.1 Environment Agency and Home Office have been revising guidance for high security research facilities. This guidance is yet to be published but once it has, it is expected that King's will need to review and revise its existing arrangements, and there may be financial resource implications regarding necessary additional physical security measures. This should be considered alongside the Home Office intention to encourage disposal of gamma irradiators and transfer of activities to X-ray facilities (which would not require increased security measures).

3.0 DO

3.1 Health & Safety Executive

Ongoing remedial actions in response to enforcement

3.1.1 Work continued regarding implementation of outstanding aspects of the Action Plan in response to enforcement relating to control of laboratory animal allergy. Details of actions are provided later in this report.

3.2 London Fire Brigade

3.2.1 London Fire Brigade visited Strand to undertake an audit following a fire in the Quad associated with a laser cutter. The outcome of this audit was broadly compliant, with verbal advice given with regards to exits, fire documentation and the management of the Laser Lab. These requirements, in addition to further fire, health and safety actions was compiled by Head of Fire & Workplace Safety into an Action Tracker, with nominated action owners and timescales for completion – all completed on time. LFB were informed of the outcome of the incident report by H&SS and no further follow up has occurred. (See also 4.6.2)

3.2.2 The Head of Fire & Workplace Safety (Health & Safety Services) negotiated a Primary Authority Partnership (PAP) arrangement with London Fire & Rescue Authority (London Fire Brigade, LFB). This provides King's with one lead point of contact across the various boroughs where its buildings are located (including Cornwall Service Centre). As part of the negotiations LFB undertook a high-level review of King's Policy and written arrangements to seek assurance that King's is sufficiently organised and compliant for both parties to benefit from this agreement. King's must commit to drawing up a calendar of site inspections, meetings and a continual improvement programme for discussion, which will be under the leadership of the Head of Fire & Workplace Safety. As Estates & Facilities are a key stakeholder for fire safety risk management these site visits and meetings will include members of staff from its compliance, engineering and operational teams as appropriate.

3.3 Environment Agency

Pollution Inventory Return

- 3.3.1 Annual pollution inventory returns were submitted to Environment Agency for disposal of radioactive materials under our EA Permits. A small number of clarification queries were raised by the regulator and responded to. All disposals were within our authorised limits.
- 3.3.2 In addition, PERL and CARL laboratories were required to submit an annual report to EA on their emissions and how these are monitored and managed. No queries were raised by the regulator.

3.4 Pentennial Return

- 3.4.1 King's was required to submit a 5-yearly return on its holding of certain sealed sources to the Environment Agency. Given the age of these sources (pre-dating merger with UMDS) and the necessary higher security requirements for the related documentation, obtaining full data required by the regulator was challenging and it was necessary to liaise with our Radiation Protection Advisory services in the Partner Trusts (who previously owned the sources) to cross-check the accuracy of the information with the records they hold.

3.5 Counter Terrorism Security Adviser

- 3.5.1 Liaison has continued between King's and its CTSA regarding administrative and physical security measures for high security facilities, including the new Containment Level 3 facility and our High Activity Sealed Source facilities.

3.6 Office for Nuclear Regulation

- 3.6.1 King's submitted its annual Nuclear Safeguards return relating to holdings and use of uranium compounds following a physical stock and records check with those departments who use and store these compounds. There was one clarification query from the regulator that was responded to.

3.7 Department for Business, Energy & Industrial Strategy

- 3.7.1 King's collated and submitted its annual return on holdings of chemicals registered under the Chemical Weapons Convention.

3.8 Risk Management

Containment Level 3 Laboratories and Schedule 5 Pathogens & Toxins

- 3.8.1 RMID continued to hold regular operational oversight meetings to address necessary remedial actions arising from the project to build a new CL3 laboratory. Challenges arose regarding the balance of necessary fire safety and security measures. Opportunities for learning arose regarding

adequacy of liaison between Capital Projects, Facilities and the Client regarding validation and handover processes and engagement; and single points of failure regarding over-reliance on individuals with knowledge and ability to facilitate actions and remedial actions.

Biological Services Facilities and Home Office Designated Areas

- 3.8.2 Operational oversight meetings continued under joint Chair of Director of Facilities and Interim Director of Biological Services. Matters being monitored and reported upon continued to be 3rd party validation of ventilation compliance in all Biological Services Facilities and necessary remedial works.
- 3.8.3 A Code of Practice template was drafted for management of Designated Areas in Faculties together with a Risk Assessment for exposure to laboratory animal allergens template for research activities involving laboratory animals.
- 3.8.4 Health risk management and access arrangements for emergency response by security staff were discussed and agreed between RMID and H&SS.
- 3.8.5 Quarterly case conference meetings between Occupational Health, Faculties, RMID and H&SS continued for review of individuals assessed under health surveillance as Fit with Restrictions and Unfit to ensure adequate arrangements are in place for management of these individuals.

Cryogenics

- 3.8.6 Life Sciences & Medicine identified a potential significant risk associated with one of its liquid nitrogen stores in the event of an uncontrolled release and emergency ventilation. Stock was relocated until the issue can be remediated and a review was initiated to check other cryogenic stores, seeking information from E&F regarding plant operation in line with BCGA¹ guidance.

Capital Projects

- 3.8.7 H&SS liaised closely with the project manager for King's Inspired Science, offering advice and support as necessary. Concern was shared regarding the pace of the project and potential risks which led to a pause and review. H&SS continues to provide advice and regular liaison now that the project has restarted.

Ionising Radiation Regulation

- 3.8.8 Work began to review and revise arrangements for managing the risk of work with ionising radiation in consultation with King's Radiation Protections Advisor (RPA) services, including revision of the risk assessment template, to ensure it addresses all requirements identified in the Ionising Radiations Regulations and facilitates specialist inspector review as part of Re-Consent.

¹ British Compressed Gases Association

Implementation of the new risk assessment template is being trialled with more complex activities at St Thomas' before rolling out to other areas.

High Activity Sealed Source Facilities

- 3.8.9 Senior members from H&SS and E&F directly involved in the management of the above facilities met for an initial review. A follow-up meeting with persons responsible for these facilities in faculties and King's RPA providers was held and a number of improvement actions were identified including revision of written arrangements and provision of training according to role.

Evacuation and First-Aid

- 3.8.10 Work continued on review and revision of evacuation and first-aid arrangements in light of new hybrid working patterns. Evacuation was prioritised under the leadership of DVP (Operations) in consultation with H&SS, E&F and faculty key stakeholders. Documents were authored by H&SS providing advice regarding compliance with statutory obligations. A key outcome was the adoption of individual and collective responsibility during fire evacuations, and this was reflected in a new Fire Safety Statement of Intent and revision of the Health, Safety, Welfare and Fire Safety Policy which were approved at July meeting of HSMG. Work now focuses on operationalising the new arrangements under the leadership of E&F and oversight of DVP(Operations) with advice and support from H&SS.
- 3.8.11 The number of university first aiders at King's has increased by approximately 85% since COVID (from 270 to over 500). This is mostly due to Return to Campus measures requiring sufficient first-aid provision in order to return to site, and adoption of Emergency First-aid provision in low-risk areas (offices, classroom etc). However, there is likely to be a reduction in numbers given that some staff are not engaging with requalification. H&SS authored a first aid needs assessment standard that was approved at HSMG and will be communicated to faculties and directorates for adoption in 2024. A PowerBI is published which lists provision of first aid by campus/building and faculty/directorate; first-aid qualification and status of certificate which will assist with the needs assessment process and active management of first-aid provision at a local level. It is hoped that First Aiders will engage with the SafeZone app to indicate when they are campus and therefore available to fulfil their responsibilities if required (see 3.1.30).

Students with complex needs

- 3.8.12 The challenge King's faces, given its diverse estate and activities, in meeting the needs of students with complex health conditions and/or specific emergency response requests was investigated by a working group from members of staff in Student Health & Wellbeing in consultation with key stakeholders. The conclusions were submitted to HSMG in July regarding support to students in residences. Other aspects are continuing to be addressed.

Health Risk Management

- 3.8.13 Management referral arrangements (process and guidance) were reviewed and revised to ensure the referrals made to occupational health resulted in the receipt of effective reports. This was undertaken in consultation with HR and the occupational health provider and resulted in a noticeable improvement in the usefulness of reports received.
- 3.8.14 A review of occupational health risks of estates staff undertaken in conjunction with Estates management team this included a review of staff requirements for health surveillance ensuring that surveillance is undertaken for those who are exposed to hazardous substances at work whilst ensuring that surveillance was not undertaken on members of staff who were not significantly exposed.
- 3.8.15 A review of the stress risk assessment template, which is based on HSE Management Standards, was undertaken following queries raised that the current process may require specialist support. The content of the template was revised to be more user friendly for the manager and the individual.

3.9 Specialist 3rd party health and safety service provision

Occupational Health and Employee Assistance Programme

- 3.9.1 Technical Specifications for the provision of occupational health services for staff and students and an employee assistance programme for staff were drawn up in consultation with key stakeholders. This resulted in the publication of ITT in January unfortunately this was withdrawn due to concerns regarding the evaluation process. The Tender was reviewed and subsequently reissued in June with responses received in July. These were evaluated in consultation with key stakeholders to identify the preferred bids for the provision of occupational health services and employee assistance programmes.
- 3.9.2 Quarterly SLA reviews and Case Conferences reviews of the occupational health provision have been undertaken in conjunction with the occupational health providers each quarter throughout the year. This has identified ways in which both the service provided, and the reporting can be improved.
- 3.9.3 As a result of the delay in the invitation to tender processes contract extensions with our current providers were agreed until 31st December 2023., It is intended that new contracts will be in place for 1st January 2024 with the providers identified through the ITT process.

Radiation Protection and Magnetic Resonance Advice

- 3.9.4 Meetings were held with King's suppliers to review service provision and discuss compliance. It became apparent that the provision of magnetic resonance safety advice has focused on clinical activities with no service provision for occupational risk advice and assurance. Radiation protection advice and assurance has focused on local risk management, with no provision of university level service provision – this is primarily due to the historic nature and structure of the existing contracts,

split by campus north and south of the river and aligning to our partner Trusts. H&SS began discussions with Procurement to explore options for an Invitation to Tender whilst extending existing contracts to allow time for the ITT process to take its course.

3.10 IT systems related to health and safety risk management

Cloud-based Health & Safety Management System

3.10.1 A project to procure a cloud-based health and safety risk management has been running during the reporting period. The purpose of this is to significantly improve the systems and processes for health and safety risk management and provide much more effective and efficient oversight of health and safety risk management performance at both a central and local level. Stakeholders with a particular interest in health and safety risk management were drawn from across faculties and directorates to contribute to the technical requirements and evaluation of tenders. A successful bidder was identified and work began on contract negotiation.

Lone-worker risk management

3.10.2 A project to procure an IT system and device as a technical control measure to assist with them management of risks associated with KCL staff and students working alone, out of hours or offsite where emergency support is reduced was started in early 2022. Evaluation of market solutions led to the project team successfully procuring SafeZone as a cross-university solution to meet the lone working device requirements and provide a consistent approach across the university. The system which primarily uses a smartphone app and can link to lone working specific devices was purchased in February 2023 and is undergoing phased mobilisation. Whilst primarily purchased as a lone working risk mitigation control measure the tool, it can be utilised in areas such as security, safeguarding, wellbeing, business continuity planning etc.

3.11 Cooperation and Coordination

3.11.1 Cooperation and coordination has been a significant theme for this reporting year.

Trust Partners

3.11.2 Cooperation and coordination is needed with regards to emergency evacuation and premises management and sharing of information regarding risks and control measures for business as usual and new activities (such as capital projects). Inadequate cooperation and coordination was identified as a significant issue in the planning of construction work which has affected activities and staff King's embedded spaces. This is being actively addressed by both the Trust involved and King's to ensure more robust communication processes are in place.

3.11.3 Regular meetings have been held between King's and Trust partner fire safety and health and safety stakeholders. Matters for discussion have included: cooperation and coordination governance arrangements and appropriate sharing of information and coordination regarding effective development and implementation Personal Emergency Evacuation Plans.

- 3.11.4 H&SS submitted an annual report to, and attended, the Joint GSTFT KCL Radiation Safety Advisory Committee. Matters raised and discussed included improvements to communication between organisations regarding radiation incident reporting, dosimetry badge return compliance and importance of cooperation and collaboration in preparation for HSE Re-Consent process given the close working relationship regarding certain clinical related radiation activities.

KCLSU

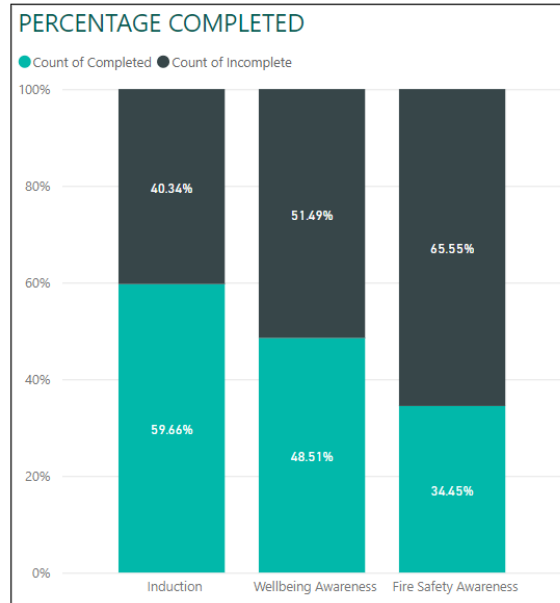
- 3.11.5 H&SS liaised with KCLSU to define cooperation and coordination arrangements. Shared responsibility and a closer working relationship is planned with anticipated meetings between H&SS Head of Fire & Workplace and the new KCLSU Facilities Manager (who has responsibility for health and safety within KCLSU).

3rd party research organisations on site

- 3.11.6 A working group under the leadership of Director of Portfolio was convened to review existing arrangements for accommodating 3rd party research organisations on site. 3rd parties may be Trust partners, spin-out companies, or external research organisations. It became clear that current arrangements are siloed according to activity (premises occupation, intellectual property and research, operational aspects of hosting, health and safety local arrangements etc) with very limited coordination or central oversight. Membership of the group, and contributions, were drawn from Estate & Facilities, Faculties, Research Management & Innovation, Human Resources, Finance, Legal Services and H&SS to gain a full understanding of stakeholder activities and existing written arrangements, and to determine what centralised systems, processes and guidance need to be developed or improved to ensure more robust risk management.

3.12 Training

- 3.12.1 The chart below shows the overall completion rates of mandatory eLearning courses. Whilst the end of year induction e-learning rate is at 60%, the fire safety awareness is at 34.5% both are disappointing, and more work needs to be carried out at faculty/directorate level to ensure all staff fulfil their obligations by completing these courses. Health & Safety Services periodically publishes anonymised completion statistics by faculty and directorate. Faculties and Directorates are also able to run reports from within the e-learning system to track compliance by their staff and students.



4.0 CHECK

4.1 Audit

Ionising Radiation, non-ionising and artificial optical radiation

4.1.1 Information was requested from faculties and directorates working with radiation regarding type of activities, location and existing risk management arrangements in order to draw up a risk-based programme of audits and visits. This programme began with an audit of King's irradiator facilities and continues into the next reporting period.

Dangerous Goods Safety Advice

4.1.2 King's contracted Dangerous Goods Safety Adviser undertook an annual audit of King's arrangements for compliance regarding consignment, transport and storage of dangerous goods (including but not limited to hazardous and clinical waste, biological substances, compressed gases, transport fuel etc). No significant issues were raised. Recommendations included but not limited to: correct packaging, classification and labelling for goods for transport; seeking confirmation from partner Trusts, where they receive and dispose of waste on King's behalf, of compliance checks on their contracted suppliers; carrying out compliance checks on King's contracted suppliers.

4.2 Accident/Incident Reporting

4.2.1 Chart A1 gives an overview of the accidents/incidents reported over this reporting period.

4.2.2 Accident reporting using a module on the Workrite system whilst delivering improvements to the system it replaced has proved not to be sophisticated enough to deliver the level of incident reporting and investigation required. It lacks the ability to link to training records, risk assessments, and safe systems of work etc., or in-system dashboards for managers, investigators and H&S

professionals to efficiently monitor and track investigations and outcomes. The cloud health and safety management system project started in January of 2023 (ref 3.7.13) offers an improved accident reporting module. Plans to mobilise accident management in phase 1 in early 2024 is dependent on successful contract completion.

Notifiable and Significant Incidents

- 4.2.3 Over the reporting period 6 incidents were notified to regulators. 3 were RIDDOR notifications to HSE and 3 were radiation related incidents: 2 reportable to the Environment Agency and 1 reportable to Office for Nuclear Regulation.
- 4.2.4 In addition to these there were 7 incidents that, whilst not meeting the definitions for legal reporting as RIDDORs, were significant and had a potential to cause severe harm or in one case a fatality.
- 4.2.5 Appendix A5 gives an overview of these incidents and A6 a brief description of each.
- 4.2.6 The potential fatality arose from a construction near miss incident which caused significant damage to CARL radiochemistry laboratory at St Thomas' campus. The incident has been investigated by both KCL and GSTT with weekly meetings to share information and progress. Two other construction related incidents since Spring 2023 has highlighted the undeniable importance of effective and efficient cooperation and coordination between the two organisations with regards to their activities that may affect others.
- 4.2.7 The GSTT H&S investigation has now been published and forwarded to GSTT senior management, closer communication is being pursued by KCL at a senior level.

4.3 Fire alarm activation and fire related incidents

- 4.3.1 Charts in Appendix A2 show the fire alarm activations for the academic year 2022/2023 and the fire brigade attendance during that period.
- 4.3.2 The fire in March 2023 was that mentioned in 3.2.1 above, in a new Quad Engineering laser lab (Q-.04) at the Strand. A student was cutting a thick sheet of acrylic with a laser cutter and the material caught fire. The fire brigade was called after fire blanket did not fully extinguish the fire. Investigations highlighted gaps in training, operating procedures, cleaning regimes, lack of carbon dioxide fire extinguishers in the room and learning events included local retraining, School/Division procedure change, faculty process change and external knowledge base change.

4.4 Health Surveillance

- 4.4.1 Health surveillance for exposure to Laboratory Animal Allergens (LAA) continues to be undertaken by the occupational health providers. The staff included in the programme has been reviewed to ensure that all those who are potentially exposed to significant amounts of LAA are included in the health surveillance programme. Two individuals were identified as having developed Laboratory Animal Allergy within the last year: neither were diagnosed with occupational asthma.

4.4.2 An assessment of health risks has not identified any requirements for health surveillance for exposure to other hazards this will continue to be reviewed over the next year.

5.0 REVIEW

5.1 Faculty and Directorate Annual Assurance Review

5.1.1 A 91% response rate (20/22) was reported for this reporting year (two returns have not been received to date, which is suspected to be due to some organisational changes in senior management) a downward trend on the 100% rate from last year. Appendices A3 and A4 record the returns and overall responses from faculties and directorates.

5.1.2 Improvements have been seen in all areas of the self-assessment, apart from “risk management discussed at least once a term” which has seen a 5% drop. There has been much successful proactive work being undertaken in faculty /directorates to improve health and safety, particularly where there are appointed health and safety managers, advisers and local safety officers.

5.1.3 Faculties and directorates experiencing RIDDOR incidents has increased by 7% on last year but this is due to the lower overall response rate, the same number of faculties and directorates have reported RIDDORs this year, but as 2 directorates have not responded, this has increased the rate.

5.1.4 Accident investigations taking more than 30 days to investigate have increased by 14%. Reasons given for an increase in investigation time included identification and training of local investigators, waiting for other directorates to respond (reallocated notifications) and investigator resource.

5.1.5 Further information provided in the feedback included: -

- risk concerns at the Strand over the condition of the buildings that some office-based faculties occupy (Surrey Street)/poor working conditions (Old Watchhouse), plus accessibility and overcrowding on stairs during changeovers.
- PEEP process clarification of accountabilities will help to improve management.
- An increase in students, and research using human patient samples, has put a strain on health and safety management in one faculty, creating additional issues of storage and space constraints. The increase in postgraduate taught students working in research laboratories has required extra safety training sessions from support staff and less technical support staff with safety roles in some areas has affected the lines of safety communication.
- An improved coordination and communication of H&S management in dedicated hot desk areas hosting several directorates would be welcomed by those occupying these areas as any absence from BUG meetings means important information could be missed.
- Improved engagement with Directorates without dedicated health & safety roles to help them understand their responsibilities and implement management arrangements would be appreciated.

5.1.6 The feedback from these returns will be reviewed by H&SS and actionable information passed to the appropriate accountable parties.

5.2 Continual Improvement

University arrangements for radiation risk management

- 5.2.1 As raised earlier, HSE announced more robust regulatory oversight of work with ionising radiation. In addition, it has been signalling concerns (arising from proactive inspections) regarding the sufficiency of laser safety risk management in the higher education sector. In addition to the above-mentioned audit programme, a review is being undertaken of university level risk management arrangements to ensure that they meet regulatory requirements and to assist King's in evidencing its compliance. This review includes contracted provision of advisory services.

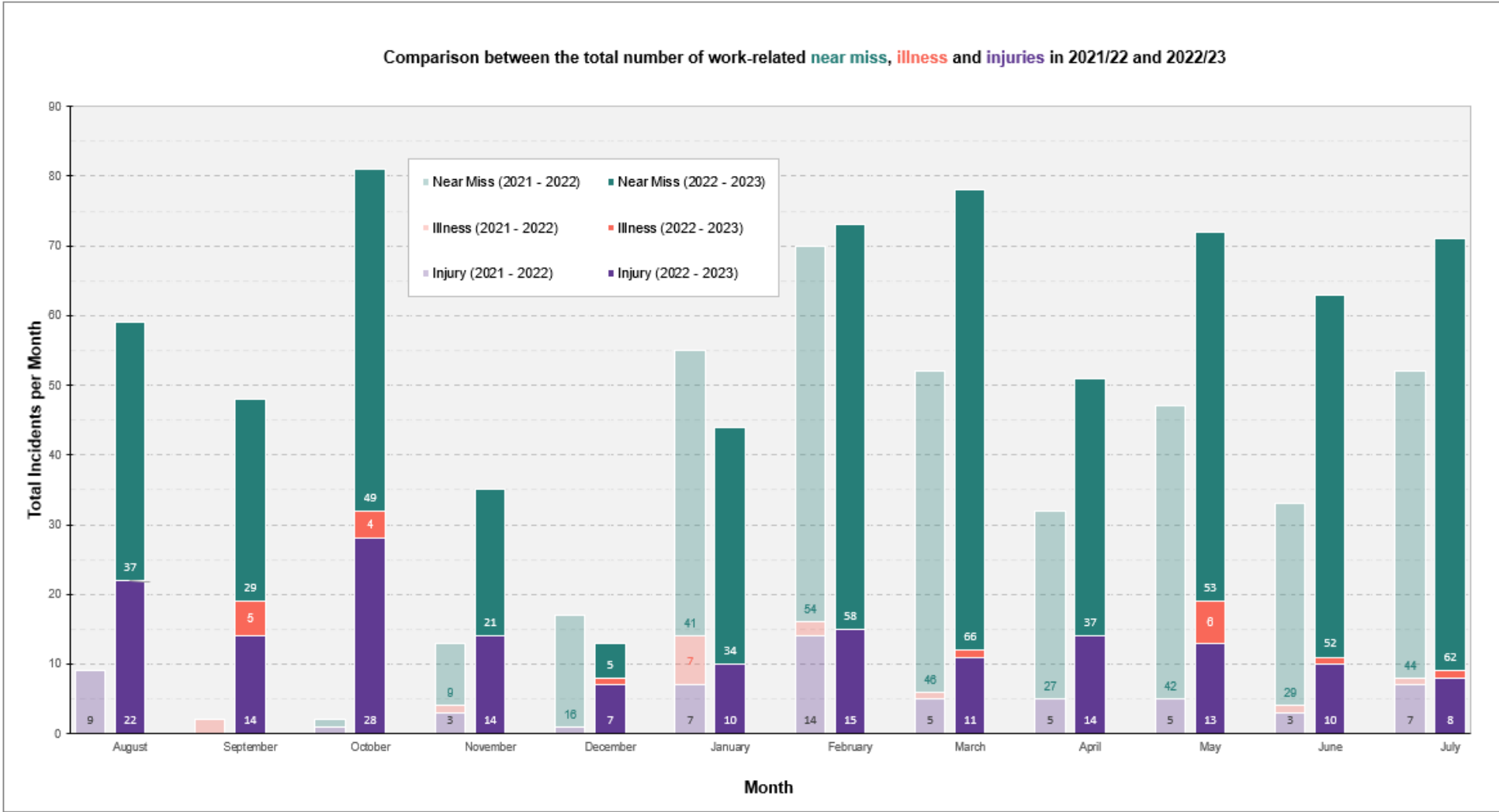
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APPENDIX A APPENDICES

- A1 Accident/illness Statistics - Comparison between the total number of work-related near miss, illness and injuries in 2021/22 and 2022/23
- A2 Fire Alarm Number of Activations per Month (August 2022 - July 2023) and fire brigade attendance
- A3 Charts for Faculty and Directorate Annual Assurance Returns
- A4 Responses to Annual Self-Assessment Health & Safety Returns
- A5 RIDDOR and Significant incidents chart
- A6 Brief Description of RIDDOR and significant incidents

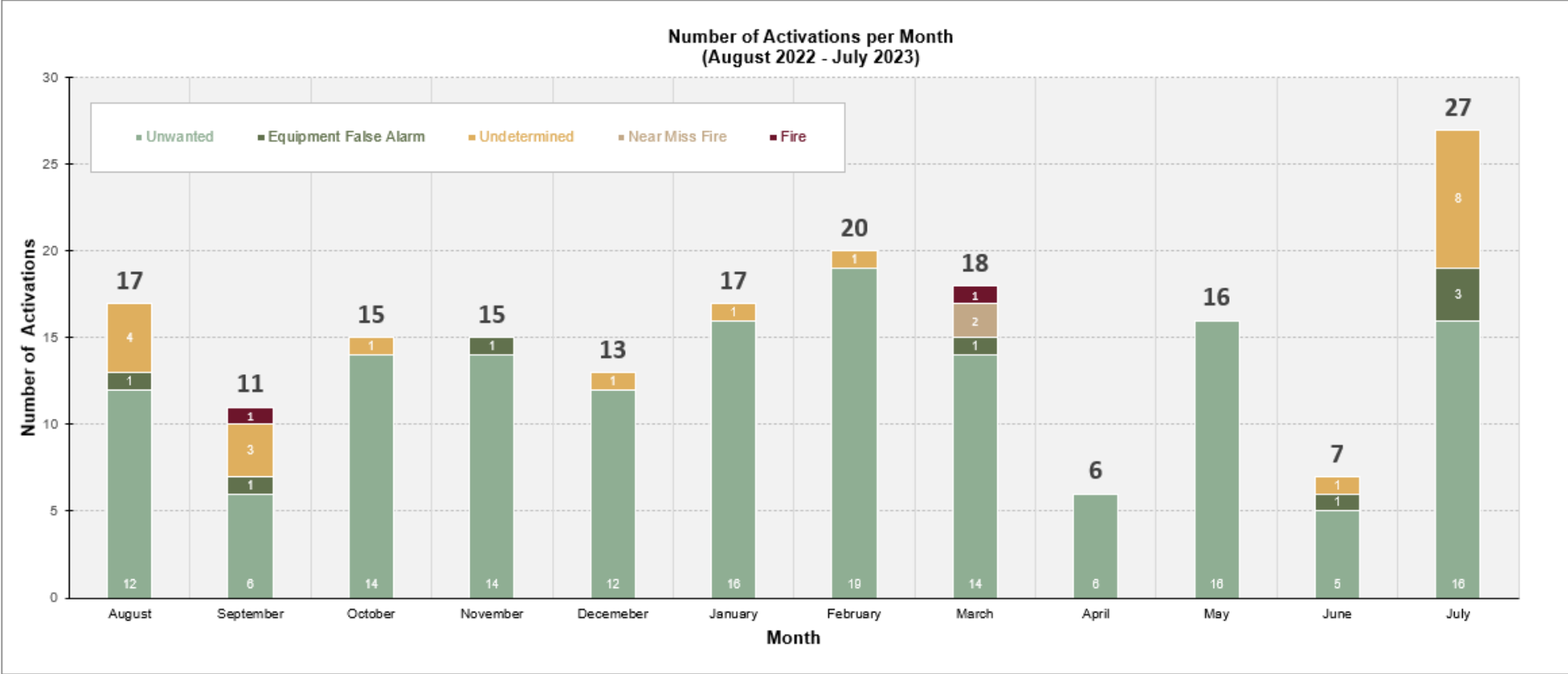
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A1 Accident/illness Statistics - Comparison between the total number of work-related near miss, illness and injuries in 2021/22 and 2022/23

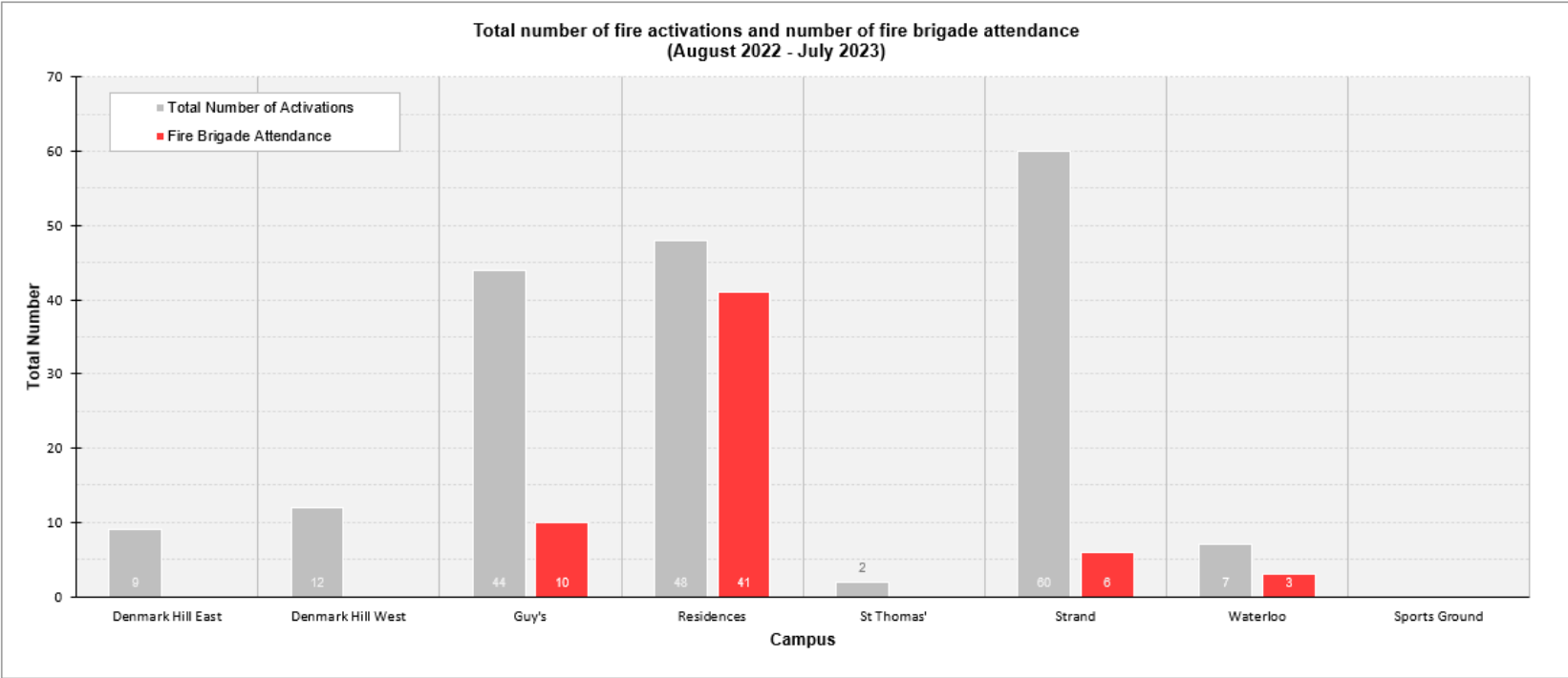


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A2 Fire Alarm Number of Activations per Month (August 2022 - July 2023) and fire brigade attendance



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A3 Charts for Faculty and Directorate Annual Assurance Returns

Faculty/Directorate	2019	2020	2021	2022	2023
Arts & Humanities	Y	Y	Y	Y	
Brand and marketing	Y	Y	Y	Y	N
Chairman & College Secretariat	Y	N	N	Y	
Corporate Communications	Y	Y	Y	Y	N
Dentistry, Oral & Craniofacial Sciences	Y	Y	Y	Y	
Estates & Facilities	Y	Y	Y	Y	
Finance & Procurement	Y	N	Y	Y	
Fundraising & Supporter Development	Y	N	N	Y	
Global Engagement – External Relations			Y	Y	
Health & Safety Services			Y	Y	
Human Resources	Y	Y	Y	Y	
IoPPN	Y	Y	Y	Y	
IT	Y	N	N	Y	
King's Business School	Y	N	Y	Y	
Life Sciences & Medicine	Y	Y	Y	Y	
Natural, Mathematical & Engineering Sciences	Y	Y	Y	Y	
Nursing, Midwifery & Palliative Care	Y	Y	Y	Y	
Principal's Office			Y	Y	
Professional & Continuing Education	Y	Y	N	Y	
Research Management & Innovation	Y	N	Y	Y	
Social Science & Public Policy	N	Y	Y	Y	
Strategy, Planning & Analytics	Y	N	Y	Y	
Student & Education	Y	Y	Y	Y	
The Dickson Poon School of Law	Y	Y	Y	Y	Y

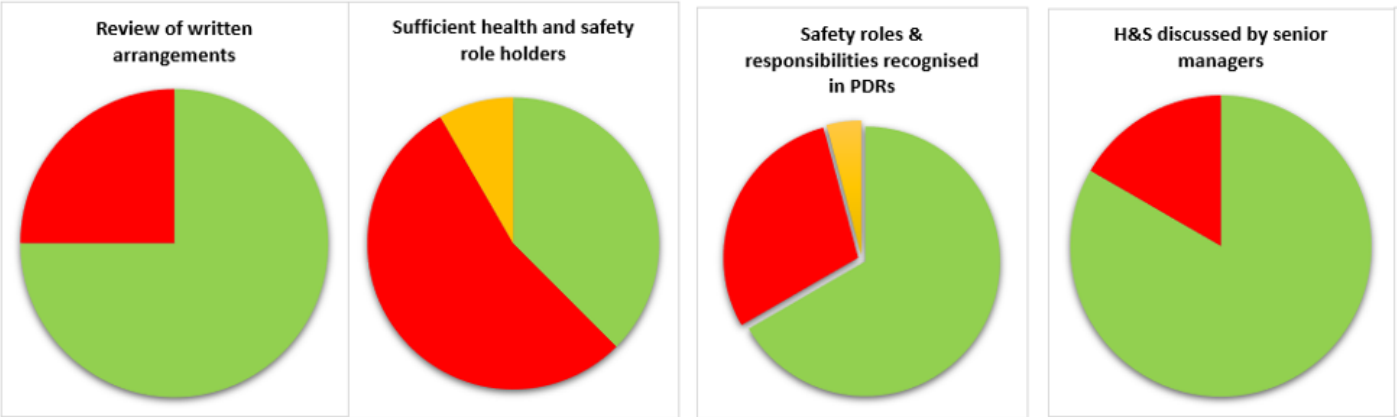
Key

Y	Return provided
P	Return in progress
N	No response to date
	Not included due to restructures (2023)

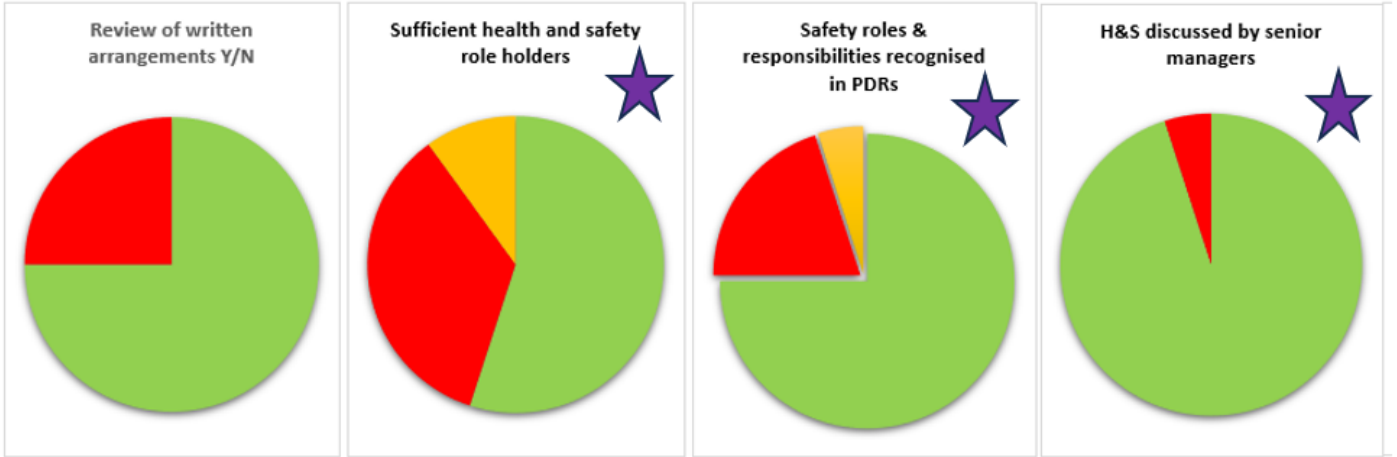
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A4 Responses to Annual Self-Assessment Health & Safety Returns

2021-2022



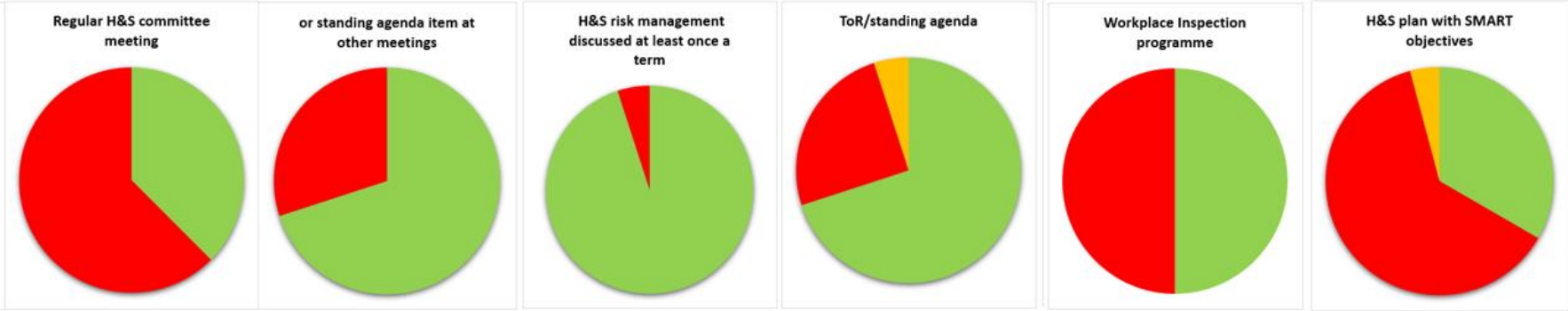
2022-2023



Change from previous year

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2021-2022

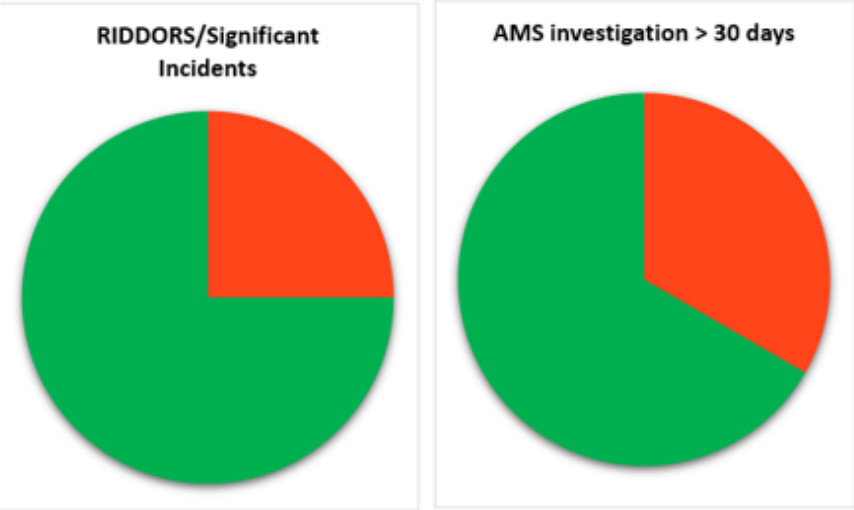


2022-2023

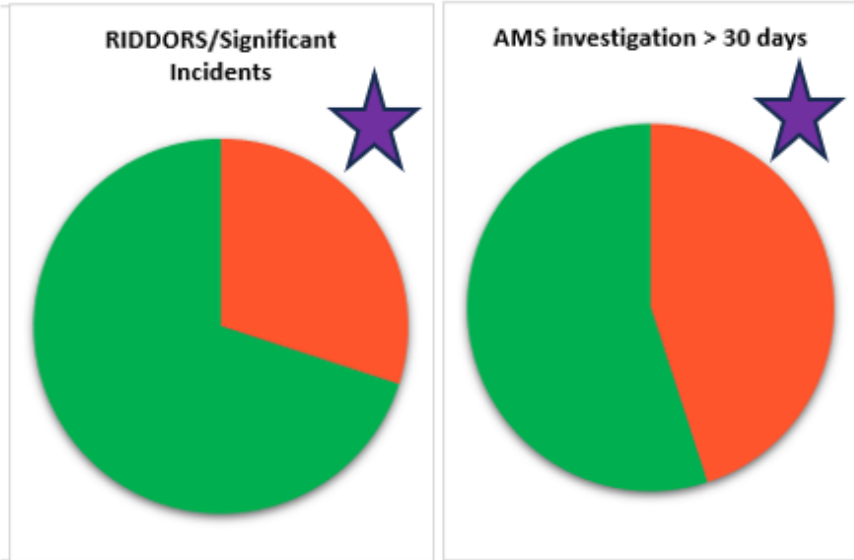


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2021-2022

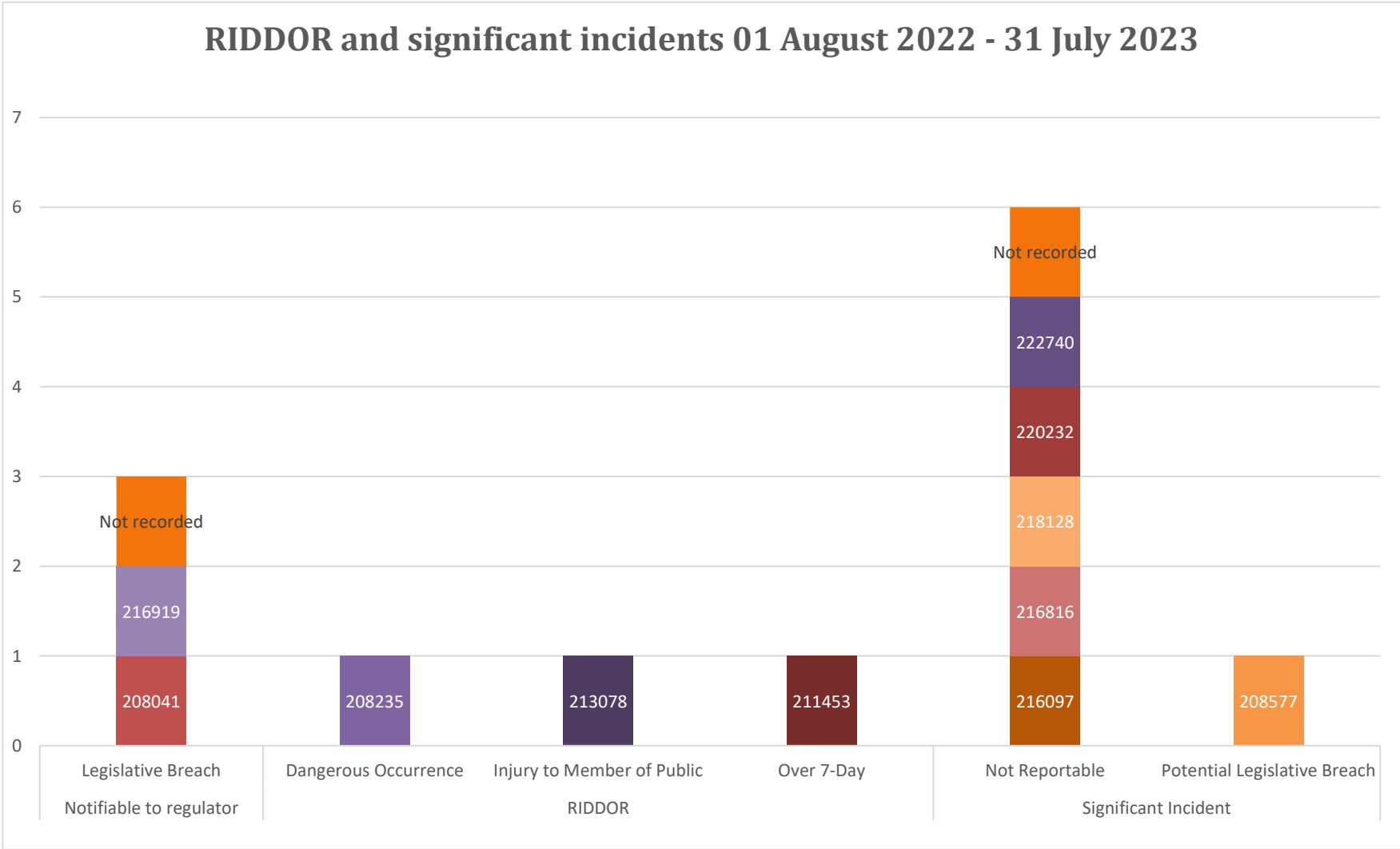


2022-2023



★ Change from previous year

A5 RIDDOR and Significant incidents chart



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A6 Brief Description of RIDDOR and significant incidents

Number	Type of incident	Date	Brief description
208041	Notifiable to regulator	02/08/2022	Inappropriate disposal of radioactive waste
208235	RIDDOR	09/08/2022	ill-health symptoms following use of hydrogen torch
208577	Significant Incident	10/08/2022	3 rd party potential breach of permit, liability with King's
211453	RIDDOR	31/10/2022	Chef cut their hand preparing pumpkin decorations
Not recorded	Significant Incident	31/10/2022	High power lasers being used open beam in a newly refurbished area not designated as laser area
213078	RIDDOR	02/12/2022	A wall panel in a disabled toilet fell and hit a student on the head
216097	Significant Incident	30/01/2023	Skin Contamination incident to hand in PET suite 4th floor, Guy's, Cancer Centre, Guy's Campus (embedded space)
216816	Significant Incident	14/02/2023	Skin Contamination incident to hand in PET Centre, Hot Lab, 4th floor Lambeth Wing, St Thomas Hospital (embedded space)
216919	Notifiable to regulator	16/02/2023	Transport Incident - Return of uncapped, open vial of Lu177 to Guy's RadioPharmacy
218128	Significant Incident	16/03/2023	Fire in the Quad Engineering laser lab (Q-.04) - student cutting a thick sheet of acrylic with a laser cutter, material caught fire. Fire brigade called after fire blanket did not fully extinguish the fire.
Not recorded	Notifiable to regulator	20/03/2023	Exceeded Permit requirements for disposal of Rad Waste from FWB
220232	Significant Incident	15/05/2023	Hot water scald, lone working in Café 24
222740	Significant Incident	10/07/2023	St Thomas', North Wing (St Thomas) - A concrete block had fallen through the ceiling, with water leaking related to construction contractors cutting through the slab that formed the ceiling of the lab below. As the manager sent a message to all users not to use the lab, a second part of the cut slab fell.

Minute of the Risk Presentation: Risks to the Research Strategy

The Vice-President (Research) noted that research at King's is currently in a very healthy state. By way of demonstration, the Vice-President shared with the Committee the news received earlier in the day, and still embargoed at that point, that King's had won a £15m award to support its Doctoral Training Centres. However, he anticipated that by addressing the matters which had been identified as risks, and exercising proper controls and mitigations, research could become even stronger. He commented that one of the things which made a full risk management process around research risk at King's more complicated was its devolved nature, with many individuals having responsibility over different areas of activity which all contributed to the enterprise.

King's has built its research reputation on health sciences, but the University is currently trying to bolster that with more research being undertaken in natural sciences and engineering, albeit allied to health sciences.

The weightings to categories of assessment under the Research Excellence Framework (REF) in 2029 will alter significantly so that things that were previously of little or no relevance to the framework will now be assessed. In so doing, the new design of the framework inputs is likely to provide a higher degree of transparency on the culture of Higher Education Institutions than was previously the case. The funders are starting to consider whether research excellence is being achieved at the expense of equity or fairness. It was also noted that there will be a significant move to collect data in quantities and across a breadth previously not requested. This means that the University will have to work hard to ensure its data is clean and up to date. The inputs must be accurate to drive the appropriate outputs. The developing strategy for REF will likely concentrate on identifying five or six areas which the University wants to grow, and determining whether there are successful researchers in the sector who can be recruited to grow the area more quickly. This will determine which staff the University wants to target to recruit.

A significant risk to momentum in research is the amount of time it takes to capture a grant and then set up the environment in which to complete the work. Ten years ago, it would take six months to be approved for a grant and another three months after that to set everything up before a researcher could start work on a project. Today the timescales are approximately doubled. The closing process also takes a much longer time to complete, which is a particular problem as all closure procedures need to be completed before the University can invoice for the final settlement of the grant.

Another significant risk was the relationships with the NHS partners, which the Vice-President (Research) suggested would always be a work in progress. A subsidiary part of this risk was highlighted by the Vice-President (Finance), who noted that much of the University's research work takes place in sub-standard buildings on the hospitals' estates.

The funding model for research was also highlighted as a significant risk. There is a smaller amount of research funding for individual university research teams to bid for, whilst the Government has a preference for funding largescale collaborative research, and so a greater cross-subsidy from other areas of the University's activity is required. This means that assets must be managed in a much more sustainable manner to make funding stretch further, and the Vice-President (Research) noted that the replacement cycle for major equipment (such as body scanners) was managed in a more efficient way now. Biomedical Engineering and Imaging Sciences was held up as an example where academics had started to work together to eradicate a culture of major equipment duplication.

Members asked if there would be an impact on the amount of funding available for research under the cross-subsidy model if the recruitment of students, particularly those from overseas, fell below the target number. The Vice-President (Research) noted that the levels of subsidy were different depending on the type of work done in each faculty. As a benchmark, the Vice-President (Research) stated that a reasonable level of subsidy in a discipline such as Engineering would be in the order of 10%, whilst some other areas of study may require much more and others less. The University is now expecting Research Groups that look for subsidy support to be able to demonstrate the impact and value of their research before any subsidy funding is provided. If the subsidy is going to be used to improve research so that it attracts students or makes the undergraduate experience more attractive or fulfilling, then it is likely to be granted. If the request is just to fund research for the sake of research, then it is no longer acceptable.

Research Groups which are looking to the University for financial support to upgrade facilities or equipment are also being asked to look elsewhere for the funding first or to be more creative or inventive in finding solutions. It was noted that the Nikon Microscopy and Imaging area was a very good example of a University asset being used well and in partnership with an external body for additional support. The area is used collaboratively by a number of academics from different disciplines and is well supported by the commercial partner. The amount of usage of the asset is, therefore, very high.

The Integrated Planning Process (IPP) allows the discussions about impact and financial sustainability to take place at faculty level. These conversations include discussion on the cross-subsidy and how, or whether, it is supported. The Vice-President (Research) leads the discussions at the IPP to ensure that the mechanisms are all joined up across the University. It was suggested, though, that much of the work done is recycled on other bids, so that very little of the preparation time is wasted.

It was noted that the win rate for grant bids was around one in four, which some members considered alarming. This rate of return was considered to be very low compared to what would be expected in the commercial world. The Vice-President (Research) reassured members that much of the effort that was expended in unsuccessful grant bids was recycled into future bids.

In order to support major research projects, where multi-million-pound grants are won, the University will add another 10% on in lieu of other overhead from an internal fund, the Research Capability Fund. This ensures that the Research Group has additional funds to support the extra overheads which are likely to be generated by the work. Overall, the aim is to make impactful research as easy to conduct as possible.

The Chair thanked the Vice-President (Research) for his insightful presentation and answers.

Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Magna Charta Universitatum Application Annex 1	6 March 2024	No	Approve
2. Research Strategy Discussion: Enhancing research - removing barriers and stimulating activity	6 March 2024	Yes	Note
3. Freedom of Expression Standing Advisory Group	6 March 2024	Yes	Note
4. Report of the College Education Committee	6 March 2024	Yes	Note
5. Report of the College Research Committee	6 March 2024	Yes	Note
6. Chair's Actions	6 March 2024	Yes	Note
7. Election of Associates of King's College (AKC)	6 March 2024	Yes	Note

To Approve

1. Magna Charta Universitatum Application [Annex 1]

Motion: That the University apply to be a signatory of the Magna Charta Universitatum.

Background:

Institutions applying to be signatories of the Magna Charta Universitatum must include proof of approval by their senior academic governing body and their ultimate governing body as part of the application process, as well as receiving endorsement statements from three current institutions signatories. **Endorsement statements have been requested and received from: the University of Melbourne; Humboldt-Universität zu Berlin; and UCL.**

King's College London has been recognized as a leader, nationally and internationally, in promoting dialogue about and furthering the fundamental values of higher education, both rights and responsibilities, such as academic freedom, freedom of expression, university autonomy and academic integrity.

Adopted originally on 18 September 1988, on the 900th anniversary of the University of Bologna, and revised in 2020, Magna Charta Universitatum is the key global reference for both higher education institutions and public authorities regarding the fundamental values of higher education. It is currently signed by about 1000 universities from 94 countries. Almost all Russell Group Universities have signed Magna Charta.

Signing the Magna Charta Universitatum does not involve new commitments or obligations for King's. Rather it signals our willingness to formally join the global academic community in recognizing the centrality of these fundamental values in the work of universities. Signing the Magna Charta also provides an additional platform for King's to pursue its leadership role in this area.

Academic Board approved the proposal for the University to apply to be a signatory of the Magna Charta Universitatum. There are no fees involved, and it creates a common intellectual and moral reference for universities around the world. It was noted that MCU did not have a lobbying function as such but would take public positions on issues related to freedom of expression.

To Note

2. **Research Strategy Discussion: Enhancing research - removing barriers and stimulating activity**

Academic Board heard from the Director of Research Strategy & Development who spoke about research excellence at King's, and what needed to be done to sustain and grow that research excellence. New grants had nearly doubled in the last ten years and King's was competing well internationally (for example King's is 13th in the world for clinical & health). However, research income is unevenly distributed in terms of grants and volume of activity across faculties, and research intensity (research income versus teaching income) is below that of peer institutions. Many of the challenges are sector based, including competing for staff. A current programme of work is focussed on reward versus spend, and the need to look at how efficiently grants are converted into active research.

Table discussions focused on the barriers and solutions to sustaining and growing King's research excellence, and included:

Barriers: Bureaucracy/systems; Brexit; recruitment and turnover; support; time for research; inequality; inconsistencies across faculties with respect to sabbatical leave; AEP contracts; funding and inflation; and lack of PhD scholarships

Solutions: focus on early career staff, more support at every level; achieving balance between teaching and research demands; reducing administrative burden; understand the underspend; share best practice; more AEP flexibility; recruit students to help with administrative work; develop summer internships in research areas.

Slides provided by the Director of Research Strategy & Development are attached in Annex 2.

3. **Freedom of Expression Standing Advisory Group**

At the previous meeting of the Academic Board, on 13 December 2023, during the discussion on Value-Based Impartiality, the existence of staff perceptions about FESAG being used to restrict events became apparent, and the Senior Vice President (Academic) provided a report communicating its history and its supportive role in enabling students and staff to engage external speakers and hold events. Members were encouraged to use the report to explain FESAG to their communities, and feedback was welcomed.

4. **Report of the College Education Committee**

The annual report on Examinations and Assessment was removed from the Unanimous Consent Agenda for discussion in response to members' queries.

A member was concerned that the report did not reflect difficulties experienced the previous year, such as some students having to take all of their in-person exams within the first three weeks (particularly in NMES), and issues of errors in assessment booklets.

It was noted that while it had not been the intention to understate difficulties, it was acknowledged that the issues could have been more fully expressed in the report and clarifying language would be added to the report for the record.

A student member raised a concern reported to him by some students that marking was not consistent across or even within departments. The Acting Chair stated that there was a framework to which assignments were marked, and that the concerns should be taken to the assurance processes within each Faculty.

The Board approved or noted the remaining items from the College Education Committee:

- (i) Feedback Policy – providing access to examination scripts - Confirmed
- (ii) Amendment to chapter 8 of the academic regulations 23/24 - Confirmed
- (iii) External Examiner Reports 22/23 – overview of UG programmes - Approved
- (iv) Race Equality Charter: Action Plan update
- (v) Duty of Care Statement
- (vi) Student Deaths: Procedure, Data and Context
- (vii) KBS 5 credit modules pilot
- (viii) Strategic College Teaching Fund 2024: Education Scholarship Development in the Disciplines

- (ix) Welcome Events 2023 update
- (x) Academic Calendar: Operational dates 2023-2024
- (xi) OfS update: Quality Assessment reports
- (xii) Professional, Statutory and Regulatory Body report
- (xiii) Periodic Programme Review Reports
- (xiv) Reports of Sub-Committees

Information or papers related to any of the above items are available from the College Secretary.

5. Report of the College Research Committee

The Board noted the following items from the College Research Committee:

- *Generative AI in Education and Research*
- *UKRI Open Access Policy*
- *Multidisciplinary Institutes Call*
- *Research Income and Award Trends*

Information or papers related to any of the above items are available from the College Secretary.

6. Approvals and confirmation of Chair's Actions

- **King's digital terms and conditions - approved**
King's Digital had an existing set of terms & conditions which go through the annual T&Cs update. The existing King's Digital T&Cs could not be used for students participating in programmes run in conjunction with new partner, Cambridge Education Group ("CEG"), as CEG programmes are invoiced at course level not module level.
- **Policy on the Ethical Conduct of Research Involving Human Participants - approved**
The previous meeting of the Academic Board had approved the Policy on the Ethical Conduct of Research Involving Human Participants, noting that Professor Watts would suggest minor revisions to wording. Having reviewed the comments received, before, during, and following the December meeting of the Academic Board, feedback was sought from the research ethics Chairs, and finally approval was sought via Chair's action from the College Research Committee Chair. Academic Board approved the Policy on the Ethical Conduct of Research Involving Human Participants, as amended.
- **Portfolio Simplification revision to an Arts & Humanities module – Chair's Action**
- **Wholly Online Admissions Administration**
Approval had been given to an exception to current admissions policy to allow admissions administration for wholly online PGT programmes for 2024-25 to be managed by CEGD (the replacement for Pearson's). Admissions are to be based on strict adherence to criteria set by King's. Any applications that vary from those criteria will be referred to King's for decision. Approval was also predicated on revisions to the admissions policy coming forward to the Academic Board before the end of this Academic Year.

Copies of any of the above noted documents are available from the College Secretary.

7. Election of Associates of King's College

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

Professor Rachel Mills, Acting Chair`
March 2024

Magna Charta Universitatum

The Magna Charta Universitatum is a document that was originally signed by 388 rectors and heads of universities from all over Europe and beyond on 18 September 1988, the 900th anniversary of the University of Bologna.

The document contains principles of academic freedom and institutional autonomy as a guideline for good governance and self-understanding of universities in the future.

In 2018 a multi-national group was formed to review the Magna Charta Universitatum in the context of changes to universities and the environments in which they operated which had occurred since 1988. This was informed by a wide consultation and was adopted by the Governing Council of the Magna Charta Observatory in July 2020. The revised version of the Magna Charta Universitatum adopted in 2020 recognises the more global nature of what universities do and the wider range of local responsibilities which they have. Currently, almost 1000 universities from 94 countries have signed Magna Charta Universitatum.

King's is seeking to become a signatory of the document. Academic Board and Council approval is required to be filed as part of the application process.

MAGNA CHARTA UNIVERSITATUM - MCU 2020

Preamble

The Magna Charta Universitatum, a declaration and affirmation of the fundamental principles upon which the mission of universities should be based, was signed in 1988 on the occasion of the 900th anniversary of the University of Bologna.

- The first principle was independence: research and teaching must be intellectually and morally independent of all political influence and economic interests.
- The second was that teaching and research should be inseparable, with students engaged in the search for knowledge and greater understanding.
- The third principle identified the university as a site for free enquiry and debate, distinguished by its openness to dialogue and rejection of intolerance.

The Magna Charta Universitatum recognised that universities upholding these principles could take many forms under the combined influence of culture, geography and history. Despite being explicitly the product of a specific moment in European development the document envisaged a networked world in which knowledge and influence should cross cultural boundaries in the pursuit of human understanding. The world has since become interconnected in ways unimaginable at the time of the original declaration. Universities have proliferated around the globe, dramatically increasing in variety as well as scope and mission. Globally the number and diversity of students seeking a university education has increased, as have their reasons for doing so and the expectations of their families and communities.

The number of publications has increased enormously while trust in academia is being eroded by a loss of confidence in expertise. In the sway of new technologies, modes of learning, teaching and research are changing rapidly; universities are both leading and responding to these developments. Despite these changes, the potential of higher education to be a positive agent of change and social transformation endures.

The principles laid out in the Magna Charta Universitatum are as valid today as they were in 1988, and they are the necessary precondition for human advancement through enquiry, analysis and sound action. The dramatic changes outlined above require the global academy to identify responsibilities and commitments that the signatories agree are vital to universities around the world in the Twenty-First Century. That is the reason for this new declaration.

Principles, Values and Responsibilities

Universities acknowledge that they have a responsibility to engage with and respond to the aspirations and challenges of the world and to the communities they serve, to benefit humanity and contribute to sustainability. Intellectual and moral autonomy is the hallmark of any university and a precondition for the fulfilment of its responsibilities to society. That independence needs to be recognised and protected by governments and society at large, and defended vigorously by institutions themselves.

To fulfil their potential, universities require a reliable social contract with civil society, one which supports pursuit of the highest possible quality of academic work, with full respect for institutional autonomy. As they create and disseminate knowledge, universities question dogmas and established doctrines and encourage critical thinking in all students and scholars. Academic freedom is their lifeblood; open enquiry and dialogue their nourishment. Universities embrace their duty to teach and undertake research ethically and with integrity, producing reliable, trustworthy and accessible results. Universities have a civic role and responsibility. They are part of global, collegial networks of scientific enquiry and scholarship, building on shared bodies of knowledge and contributing to their further development. They also are embedded in local cultures and crucially relevant to their future and enrichment. While they are immersed in and connected with global developments, they engage fully with and assume leading roles in local communities and ecosystems. Universities are non-discriminatory spaces of tolerance and respect where diversity of perspectives flourishes and where inclusivity, anchored in principles of equity and fairness, prevails. They therefore commit themselves to advance equity and fairness in all aspects of academic life including admissions, hiring and promotion practices.

Education is a human right, a public good, and should be available to all. Universities recognise that learning is a lifelong activity with tertiary education as one part of a continuum. Within that one part, universities serve diverse learners at all stages of their lives. Universities acknowledge that individuals and communities, often due to inequitable circumstances, have difficulty gaining access to higher education or influencing the modes and matter of academic study. To realise human potential everywhere, universities deliberately seek ways to welcome and engage with diverse voices and perspectives.

By signing the Magna Charta Universitatum 2020 universities declare their commitment to the original declaration and to upholding and advancing the Principles, Values and Responsibilities stated above, to strengthen the role of universities in the preservation of the planet and promoting health, prosperity, and enlightenment around the world.



APPLICATION TO SIGN THE MAGNA CHARTA UNIVERSITATUM

You are asked to complete the following form and email it with the following documents to the Magna Charta Observatory Administrator at magnacharta@unibo.it

Documents to be attached:

- a) A formal request to become a signatory signed by the senior academic post holder (Rector, President or Vice-Chancellor)
- b) Evidence in the form of certified minutes from the senior academic body *and* the ultimate governing body that the application has their full support
- c) Statements of support from 3 universities, at least two of which should be outside their own country, which are already signatories of the Magna Charta Universitatum.

Application form

Please continue answers at the end of the form if there is not sufficient room in any field

1. Introductory information about your institution

- a. Name

- b. Year of formation/foundation
- c. Country of origin/registration
- d. Name of Rector/Head of institution
- e. Postal address

- f. Telephone number
- g. Email address
- h. Website
- i. Press officer's name
- j. Press officer's email address

2. Legal status of your institution

- a. (Public/Private/Other)



- b. Instrument of establishment (Act of Parliament/Charter/Other)

- c. Issuing authority and date of issue

3. Governing structures
 - a. Ultimate governing body (Council/Board of Trustees/Regents etc., which makes strategic and status related decisions)
 - i. Name

 - ii. Number of members
 - iii. Proportion of members who are internal (employed by the university) and external
 - iv. Proportion of members who are academics
 - v. Proportion of members who are students
 - b. Highest academic body (Senate/Academic Board etc., which makes decisions concerning curricula, staff promotions etc.)
 - i. Name

 - ii. Number of members
 - iii. Proportion of members who are internal (employed by the university) and external
 - iv. Proportion of members who are students

4. Please describe how students are involved in institutional governance and decision making.



5. Please describe how academic staff are involved in institutional governance and decision making

6. How much freedom do members of academic staff have in determining what research and teaching is undertaken? What procedures and structures are in place for reviewing or regulating these issues?

7. What kind of policies and structures, standards and guidelines exist in your institution in order to ensure adequate respect of academic freedom?

8. How much institutional autonomy does your institution have vis-à-vis national and/or founding authorities? (legal, academic, (staff appointments, student admissions, curriculum, quality assurance,) organisational, financial, human resources, etc and the basis of the autonomy) What kind of accountability measures exist? Are there any respects in which your university does not have complete autonomy?



9. Have there been any occasions when the principles of academic freedom and/or of institutional autonomy were not fully respected in your institution? Are you aware of any emerging difficulties? If so, please describe.

10. What policies and structures, standards and guidelines exist in your institution to ensure academic integrity?

11. What policies and structures, standards and guidelines exist in your institution to ensure quality of teaching, learning and research?

12. Size of your university

a. Number of students (undergraduate/ postgraduate)

b. Number of Academic staff

c. Annual income from all sources (in €)



13. Sources of funding

- a. % from state/government
- b. % from student fees
- c. % from other national bodies (please give details)

- d. % from private sources

14. What are the mission and the vision of your institution?

15. Briefly describe institution's teaching, research and other activities (e.g. degrees offered).

16. Briefly describe how teaching and research are linked in practice, i.e. how is the inseparability of teaching and research ensured.



17. Please list international networks and organisations which your institution takes part in.

Signature



Report of the Staff & Culture Strategy Committee

Contents	Meeting at which considered	Consent agenda	Council action
1. Update on Staff Survey and Engagement	24 February 2024	Yes	Note
2. Update on EDI Initiatives	24 February 2024	Yes	Note
3. SCSC Programme – Priorities of VP (People & Talent)	24 February 2024	Yes	Note

For Note

1. Update on Staff Survey and Engagement

The Committee had a rich discussion on staff survey and the great progress and engagement there has been across the College for planning and roll out of action plans at local and institution wide levels. It was recommended that:

- There should continue to be focus on communications about the survey and its outcomes to ensure that the larger College community is aware of the wide range of things that are happening.
- There also needs to be additional communication about the new range of staff benefits to encourage uptake.

The Committee looks forward to seeing metrics with respect to progress as we go forward.

2. Update on EDI Initiatives

The Committee was very pleased to see the range of EDI activity that is underway but cautioned that a lot of it was focused on training. It would be helpful to see a framework that focused on outcomes and included a clear statement of our ambitions, where we sit currently against those ambitions, what is going well, what lessons have been learned in dealing with issues, and what steps are to come.

3. SCSC Programme – Priorities of Vice President (People & Talent)

This being her first formal meeting with the Committee as Vice-President (People & Talent), Fiona Roberts gave a very thoughtful presentation on her priorities for the year as she and her colleagues in HR work towards developing a people strategy for the institution, considering how to make HR's many contributions better known while identifying how it can improve services to the community. She noted that there is a very large amount of data already available about HR activity across the College at all levels that will be useful in agreeing objectives and tracking progress against them. This is an area in which there is considerable expertise on the Committee which will be helpful as the work gets underway.

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