
College Council Minutes - Approved

Date	19 January 2023, 17.00
Location	The Quad Room Q-1.47, Strand Campus
Present	Lord Geidt (Chair); Nhuoc Lan Tu (Vice-Chair); Dr Natasha Awais-Dean; Dr Hillary Briffa; Paul Cartwright; Donna Catley; Sir Jon Coles; Paul Goswell; Vinay Jha; Yasir Khan; Steve Large; Professor Rachel Mills; Professor Kim Piper; Clare Sumner; Professor Richard Trembath.
Apologies	Vivek Ahuja; Sir Ron Kerr
In attendance	Shagun Bhandari, KCLSU VP Education (Postgraduate), Standing attendee pending Privy Council decision on second student member of Council Annie Kent, CFO/Vice President (Finance), Standing attendee Professor Adam Fagan, VP (Education & Student Success) Jennie Younger, Executive Director of Development & Alumni Relations (for item 6.1) Kat Thorne, Director of Sustainability (for item 6.2) Professor Frans Berkhout, Professor of Environment, Society & Climate (for item 6.2) Denis Shukur, Chief Executive KCLSU (for items 8.2 and 9) Secretariat: Irene Birrell, College Secretary Paul Mould, Deputy College Secretary & Chief Compliance Officer Xan Kite, Director of Governance Sheronlyn Balfour, Interim Governance Manager

1 Welcome, apologies and Notices

The Chair welcomed members and attendees to the meeting.

2 Declarations of Interest

No notice of conflicts of interest had been received. Members confirmed that the currently published register of interests was accurate and that there were no conflicts of interests in relation to any of the agenda items.

3 Approval of agenda

The agenda was approved as circulated.

4 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [KCC-23-01-23-04]

The reports on the Unanimous Consent Agenda were taken as read and noted or approved as set out in the papers.

5 Matters Arising from the Minutes

5.1 Actions Log

Noted.

5.2 Update on Crick Institute

The SVP (Health and Life Sciences) reported on the conclusions of the first five-year review of the Francis Crick Institute, its aims for the next seven-year funding period and the benefits to King's. The partnership was one of King's most substantial and the objectives set at the outset had been exceeded in many dimensions. The Institute had been exceptionally

successful in developing a world class science programme and King's primary goal of strengthening its basic biological and natural science had seen very good progress. Progress had been more limited to date in other areas and the financial undertaking for King's was significant. The Institute's strategy for the next seven years was to offer wider opportunities in clinical and translational research which aligned with King's need to pursue these areas more proactively. The Crick was now well placed to extend its innovation and commercialisation ambitions and King's could benefit by strengthening its participation through its clinical academics.

In discussion the following points were raised:

- Council Members noted the importance of the close association with The Crick and asked whether King's own reputation as a participant in The Crick was being properly acknowledged. It was reported that that The Crick Institute was unusual in having three partner universities and that King's was seen to be the most significantly engaged of the these by the executive of the three universities involved. There was particularly great interest from King's academics in spending time at The Crick.
- [REDACTED]
- [REDACTED]
- [REDACTED] The Crick was a charity owned by its founders. It cannot apply for its own grants because it is not a university, although this position was subject to a Government-commissioned review being led by the current Director of The Crick. The academics there are employed by The Crick with the UKRI as the main funder on contracts to a maximum of six years. However, the papers submitted by King's academics based at The Crick were counted as King's papers for the Research Excellence Framework (REF) submission.
- Members asked how King's could ensure that it received its fair share of any future commercialisations and if there were other areas that needed more attention. It was reported that King's had a notable spin out vehicle which was located in The Crick, but which bridged between King's and The Crick and followed the distribution of profits agreed at the start of each project.
- King's was well-placed to repatriate scientists when they leave The Crick after they complete their six-year term of appointment.
- Council asked whether the Government planned further such institutes in different discipline areas and it was noted that this was possible, but a London location would be unlikely if it was Government-funded. King's was, however, well-placed to understand how such partnership opportunities could be shaped in future.
- The Crick would welcome hosting a meeting of the King's Council in its premises.

6 Strategic Discussions

6.1 Fundraising [KCC-23-01-23-06.1]

Council considered the ambitions for philanthropy in support of the strategy and vision of King's College London and its health partners. A significant change management plan was underway to realise greater philanthropic ambitions taking account of the recommendations arising from an external review. Investment in staffing and resources would be required together with support from the academic community in order to realise the full extent of income potential.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

The Executive Director of Development and Alumni Relations left the meeting.

6.2 Sustainability [KCC-23-01-23-06.2]

King’s Climate & Sustainability had launched in December 2022 and Council considered a progress update and key priorities over the short to mid-term. King’s goal (Strategy 2026 (Objective 4.1)) is to be “a leader in education and research for a just transition to net zero and build sustainability into all our actions, aiming to become a net zero institution by 2030”. It had undertaken to scale up research, education, UK and global partnerships, philanthropy and impact to address this goal. Whilst King’s has much to be proud of in this area, there was an immediate need to evolve collective efforts, both in the context of the broad environmental challenge and peer benchmarks.

This was a new cross-university initiative which aimed to embed sustainability into everything through transformative action over the next three years across education, research, impact and operations in order to rapidly amplify, connect and scale the College’s response and develop a distinctive and stronger academic profile for King’s in climate and sustainability. In three years,

King's would achieve a four-fold increase in climate and sustainability research and income, complemented by educational and revenue growth. Subsequent stages of development would be through mainstream College processes, with academic work structured through Faculties/Institutes/Centres and support embedded within existing College structures.

The plan involved £5.83 million of initial investment to fund the academic plans over the next three years and subsequently embed them into College structures. There would also be an impact on annual operating budgets for longer-term costs of new academic staff and overhead cost growth. Significant additional investment would be required to deliver the net-zero operational plans. The business case for this Climate Action Plan will be brought forward in due course. The Senior Vice-President (Academic) announced that Professor Frans Berkhout had agreed to accept the role of Assistant Principal (King's Climate & Sustainability) and would spearhead the endeavour.

In discussion, the following points were made:

- Practicalities for consideration included workload allocation models and ways of making interdisciplinary activities work including fixing technical issues such as student option choice cross-faculty.
- The net zero target might not be achievable and was a huge management responsibility which would require additional consideration.
- A challenge would be deciding where to invest to get the greatest return and it was proposed that a "net zero test" be added to each investment proposal decision considered.

The Director of Sustainability and Professor Frans Berkhout left the meeting.

7 Report of the Chair

No items to report.

8 Report of the President & Principal

8.1 Summary Report on Key Issues [KCC-23-01-23-08.1]

The President & Principal presented his report to Council. He took the written report as read and the following additional items were noted:

- Industrial Action - an estimate of the impact of the three days of action in December showed that 629 staff took industrial action for two of the three days of whom about 400 were academics. This was a small percentage of the 10k employees but was not uniformly distributed across the College and some areas had had more significant impact than others. Further challenge lay ahead with the nationwide UCU declaration of 18 days of action in February and March.
- Utilities and inflationary costs – King's had been protected from the rise in costs this year because it had hedged its energy costs, but through costs with the NHS were not hedged and would cost in the region of £7million. Once the hedge ended that would rise to around £18million. King's had joined a consortium of universities 'The energy risk management framework' which have been buying at low points in the market.
- *[Redacted]*
- The Executive Dean of King's Business School, Professor Stephen Bach, had been appointed as interim VP People and Talent [REDACTED]
[REDACTED]

[Redacted]

8.2 TEF Provider Submission 2023 Update [KCC-23-01-23-08.2]

The Chief Executive of KCLSU joined the meeting.

Council considered the near-final TEF Provider submission that would be submitted to the OfS in a final form approved by the VP (Education). The draft had now been sent for editing for clarity, flow and readability and to reduce the length from 26 to the required 25 pages without significant alteration to the content. Judgement would be based 50 percent on data (drawing largely on the NSS results) and 50 percent on the written submission. The written submission provided an opportunity to showcase King’s work and also to speak to some of the data that is below the benchmark. The assessment would be based on student outcomes, progression and completion which were areas where King’s scored well, but also on student experience where King’s scores well on teaching but less well on student voice, academic support and assessment. For this reason, the written submission speaks to efforts being undertaken to address the weaker areas.

Universities had the option to add a second submission, the student submission, which must be independently submitted by the KCLSU and would be provided to Council for information once completed. The Chief Executive of KCLSU reported that the OfS would be looking for discrepancies between the two submissions and that the student submission did not dispute anything written in the university submission.

In discussion the following points were made:

- It would be good to highlight the innovative academic education pathway if possible.
- The submission would become a public document and shared with staff

■ [Redacted]

■ [Redacted]

■ [Redacted]

■ [Redacted]

■ [Redacted]

[Redacted]

[Redacted]

9 Report of the KCLSU President [KCC-23-01-23-09]

The KCLSU President presented his report to Council. He took the written report as read and highlighted the following items: decolonisation, improving standards of student academic experience and a call for fee payments to be made in instalments to help with the cost of living crisis.

It was noted that there is existing flexibility in the fee payment system with three deadlines during each year and an ability to have a personal payment schedule, but the KCLSU President and KCLSU VP (Postgraduate) explained that this was not well understood by students and was particularly difficult for international students. The VP (Finance) would liaise with KCLSU on this matter.

The Chief Executive of KCLSU left the meeting.

10 Reports of Committees

10.1 Report of the Governance and Nominations Committee [RESERVED] [KCC-23-01-23-10.1]

(i) Council Appointments

The search for a new Honorary Treasurer had been conducted in accordance with Council's procedures for the appointment of independent members, assisted by Odgers Berndtson. The selection panel recommended that Mr Stephan Weiner be appointed, subject to a timetable to be agreed with the Chair of Council for his stepping down from roles at GSTT and KCH which had the potential to create conflicts of interest.

The last of the current set of Council appointments sought had been focused on social equity and inclusion and support and well-being for students from a wide diversity of backgrounds. The panel had met the day before the Council meeting and recommended that Tom Berry be appointed, subject to references.

Decision:

Council approved the motions that:

- (a) Stephan Weiner be appointed as Honorary Treasurer and Independent Member of Council for a three-year term effective 19 January 2023.
- (b) Tom Berry be appointed as an Independent Member of Council for a three-year term effective 19 January 2023, subject to the receipt of references satisfactory to the Chair of Council and the Chair of the Governance & Nominations Committee.

(ii) Membership of SCSC

Under authority delegated from Council, the GNC had approved the appointment of three independent members and five staff members, both academic and professional. The search for the remaining staff member (in a research role) was ongoing and it was hoped that seat would be filled by the end of January. The aim was to have a first meeting of the Committee in March.

The search for independent members had been supported by Odgers Berndtson with seven highly qualified individuals identified and four interviewed. The call for nominations from staff members had resulted in 63 nominees coming forward, of whom 60 had received an interview, three having withdrawn, and fourteen had been short-listed for a second interview. The following appointments had been confirmed:

Independent Members

- Maria Kokkinou, Chief People Officer & Internal Communications Director, Rolls Royce PLC
- Dale Haddon, HR Director, The Royal Opera House
- Stuart MacDonald, Director of Industrial Relations, Royal Mail Group

Staff Members

- Sabrina Fernandez, Head of Operations, Sanctuary Programme
- Niamh Godfrey, Associate Director, Change Management, Strategy, Planning & Analytics Directorate
- Humeira Iqtidar, Professor, Department of Political Economy
- Yeme Onoabagbe, Head of Student Outcomes, Students & Education Directorate
- Sasha Scambler, Reader, Faculty of Dentistry, Oral & Craniofacial Sciences

(iii) Membership of GNC

It was proposed that Paul Cartwright become a member of the Governance and Nominations Committee following the departure of Michael D’Souza.

Decision:

Council approved the motion that Paul Cartwright be appointed to the membership of the Governance and Nominations Committee with immediate effect.

10.2 Report of the Academic Board [KCC-23-01-23-10.2]

(i) Social Mobility and Widening Participation Strategy

Council noted The Social Mobility & Widening Participation Strategy 2022-25 which had been approved by Academic Board’s College Education Committee. The Strategy set out the way in which King’s would achieve its Access & Participation Plan targets which were regulatory commitments made with the Office for Students. The aims of the strategy were to: (1) Continue to increase the proportion of students from underrepresented backgrounds enrolling at university; (2) Raise the GCSE and A-Level attainment of learners from underrepresented backgrounds; (3) Improve social mobility in regions with high deprivation and low university participation; (4) Support the mental health and wellbeing of our young people; and (5) Increase knowledge of what works in widening participation.

A Council member asked for background information on the Strategy and what is required and the Principal undertook to provide this at a future meeting.

All remaining items noted on the Unanimous Consent Agenda (at item 4):

- (ii) Academic Board Standing Committee reports*
- (iii) Other items approved or noted*

11 Any Other Business

None.

12 Adjournment

The Chair adjourned the meeting at 19:40.

Lord Geidt

February 2023