

## **CANTERBURY CHRIST CHURCH UNIVERSITY COLLEGE**

### **MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 2.15PM ON TUESDAY 25 MARCH 2003 IN THE FREDERICK MASON ROOM AT THE PRIORY**

- Present: Dr H John Bragg (Chairman), Principal, Mr Peter Abbotts,  
Mr Graham Badman, Mrs Jean Bannister, Mr Edwin Boorman,  
Professor Chris Bounds, Mr Rupert Bristow, Mr Phil Candy,  
Mr Colin Carmichael, Mr Denis Dorman, The Revd Canon John Hall,  
The Revd Canon Noelle Hall, Dr Dennis Hayes, Mr Peter Hermitage,  
Mr John Lissaman, Mr Roddy Loder-Symonds, Mr David Ralls,  
Mr Leyland Ridings, The Revd John Smith, Mrs Caroline Spencer,  
Sir William Taylor, Professor John Todd, The Rt Revd Stephen Venner.
- In attendance: Mr Bill Taylor (College Secretary & Clerk to the Governing Body)  
Mr Roger Clayton (Assistant Principal Business)  
Dr Sue Piotrowski (Assistant Principal Academic)  
Professor Sonia Blandford (Dean of Faculty of Education)  
Professor Alf Smyth (Dean of Faculty of Arts & Humanities)  
Mr Andrew Ironside (Chief Executive Salomons)  
Mrs Mary Galliers (Director of External Relations) - Observer

#### **UNRESERVED**

#### **224. OPENING PRAYER**

The Rt Revd Stephen Venner led opening Prayers.

#### **225. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Dr Richard Sturt.

#### **226. DECLARATIONS OF INTEREST**

Mr Peter Abbotts declared an interest in Paper S98, Sports Hall at Polo Farm, in his capacity as Secretary of the Polo Farm Sports Club.

#### **NOTED**

#### **227. CHAIRMAN'S COMMUNICATIONS**

The Chairman welcomed Members to the meeting and in particular Mr Graham Badman, Strategic Director of Education and Libraries, who was attending his first meeting. The Chairman said he hoped that Members would be able to join him at 4.30 in the Old Sessions House for the University College's Annual Meeting when Sir William Taylor would speak on 'Christ Church in Context'.

The Chairman drew Members' attention to the following documents which were available for distribution or review.

- Additional material in support of the Strategic Plan 2003-2006 [Agenda Item 5].
- Detailed documentation in respect of the Academic Programmes for which Regulation approval was sought that day [Agenda Item 9].
- Copies of the Burnley Wilson Fish/Feilden Clegg Bradley report in respect of the developing Estate Strategy [Agenda Item 13].
- A copy of the Annual Return made to the Charity Commission on behalf of the Governing Body [Agenda Item 15].

The Chairman also drew Members' attention to the proposal in the Record of the Chairman's Committee [Paper S101] that an additional meeting of the Governing Body be held on 24th June to agree a revised Students' Union Constitution.

#### **NOTED**

#### **228. UNRESERVED MINUTES OF THE MEETING OF THE GOVERNING BODY HELD ON 3 DECEMBER 2002**

The Governing Body received the Unreserved Minutes of the Meeting of the Governing Body held on 3 December 2002.

#### **RESOLVED**

That the Minutes be signed as an accurate record of the meeting.

#### **229. MATTERS ARISING NOT THE SUBJECT OF A SEPARATE ITEM ON THIS AGENDA**

##### **Strategic Plan 2003-2006 [Minute 214]**

The Principal confirmed that the Supporting document now issued in support of the Strategic Plan 2003-2006, should not be considered as a finalised document: insofar as the University College was a developing organisation set within a changing national Higher Education context.

#### **NOTED**

#### **230. PRINCIPAL'S REPORT**

Members received Paper S100, Principal's Report.

##### **(a) Government White Paper**

The Principal confirmed that the University College had still to agree a formal response to the recent Government White Paper 'The Future of Higher Education' but, personally, he welcomed

- the recognition by Government that the sector needed additional resources;
- the support for a sector which encompassed a range of HEIs with different missions and funding arrangements which enabled this;

- the recognition that, for most HEIs, teaching was their most important activity;
- the proposal to award university title on the basis of taught degree awarding powers and other defined criteria and to review the criteria for taught degree awarding powers;
- the creation of a permanent stream of funding to support reach-out and knowledge transfer activities provided this was understood to be sufficiently broad to encompass work with the public services, the creative industries and the community;
- the re-commitment to the 50% target provided it was properly funded and the recognition of the potential importance of the Foundation Degree to achieving this target on the understanding that there would be clear progression routes from a Foundation Degree to a full Degree course;
- the move towards more sophisticated ways of measuring institutional funding needs for students in need for additional support;
- the move away from up-front tuition fees and the introduction of targeted maintenance grants for the poorest students.

Nevertheless, certain aspects gave cause for concern including:

- the danger that over-concentration would stifle research in emerging disciplines and institutions and ossify the system;
- the research model was largely based upon science and technology and may fail to recognise the distinctive needs of the arts, humanities, social sciences, education and the professions allied to medicine;
- whilst there was sense in the greater involvement of the Regional Development Agencies (RDAs) in some aspects of higher education, the size and diversity of some of the Regions, particularly the South East of England, may present practical difficulties;
- although the proposed new arrangements for tuition fees were welcomed, there was a clear danger that the perception of prospective students from non-traditional backgrounds would be that higher education would involve incurring debt to a greater extent than they were prepared to contemplate;
- whilst the objective of increasing funding from endowments etc. was laudable, the difficulty of making substantial progress with this in the short term should not be under-estimated given the national culture and the very different histories of HEIs.

The President of the Students' Union asked whether debt should be seen as a perception or as a real threat. The Principal said that the perception was possibly more challenging than the reality simply in terms of the figures. A £20k debt spread over a lifetime would, generally speaking, mean better paid employment for a graduate which made the investment worthwhile.

Canon John Hall said it was good that the Government saw Higher Education as multi tiered and recognised the various aspects of HE - Teaching, Research and Scholarship: he was pleased to see the honouring of teaching. He hoped that the White Paper would recognise the HEIs

which had a record of very high quality teaching, such as Canterbury Christ Church University College.

Mr Hermitage said he was pleased to see that much of the White Paper thinking could be identified within the University College's own Strategic Plan 2003-2006. Sir William Taylor queried whether there was any sign of UUK formally opposing the granting of University Title and the Principal replied that he believed this could be the case. Mr Graham Badman considered that those HEIs who could not secure funding via the White Paper could well be those institutions which would find it difficult to obtain other support.

In response to a question regarding top-up fees, the Principal said the University College was awaiting the outcome of the consultation period but was not supportive of a tiered approach as it was important to retain parity of esteem within the sector. However, Bishop Venner said people did think in terms of tiers and the University College could well find itself in a 'battle of perceptions'. The Principal said a real concern would be if the actions of some institutions put others at a disadvantage.

**NOTED**

**(b) Student Applications**

The Principal confirmed that students entering the health professions were at a record level. New programmes were being introduced in several of the Faculties including degrees in Forensic Investigation and Criminology. The Dean of the Faculty of Education gave a brief outline of two national contracts ie 'Gifted and Talented' and 'Teach First' which the Faculty had been successful in winning and Mr Badman said KCC had welcomed this news and hoped for similar initiatives locally.

**NOTED**

**(c) Principal's Diary**

Members received details of the Principal's diary for 1 December 2002 - 20 March 2003 and noted in particular

- (i) The Associate College Agreement with Kent Police Signing Ceremony had occurred on 9 December 2002;
- (ii) The Principal had met with Members and Officers of Canterbury City Council on 16 December, one of a series of meetings dealing with local issues;
- (iii) The Principal had been appointed a member of the Kent & Medway Strategic Health Authority.

**NOTED**

**(d) Director of External Relations**

The Principal introduced Mrs Mary Galliers the new Director of External Relations, who was attending the meeting as an Observer.

## 231. CHAIRMAN'S COMMITTEE

### 231.1 RECORD OF THE CHAIRMAN'S COMMITTEE HELD ON 6 MARCH 2003

Members received Paper S101, Record of the Chairman's Committee meeting held on 6 March 2003.

#### (a) Membership of the Governing Body : Rotational Retirements 2003

The Governing Body **AGREED** to the recommendations of the Chairman of the Governing Body and

#### **RESOLVED TO RECOMMEND**

That

- (i) The following Governors be invited to serve a further period beyond their (2003) review date:

Mr Leyland Ridings	-	for 4 years to July 2007
Mr Roddy Loder-Symonds	-	for 4 years to July 2007
Professor John Todd	-	for 2 years to July 2005
Sir William Taylor	-	for 1 year to July 2004

- (ii) Mr Stephen Clark be approached to serve as a Governor of the University College for a 4 year term commencing 1 August 2003.

[Notes:

- (i) Mr David Ralls would retire from the Governing Body on 31 July 2003.
- (ii) Following the election of a new Students' Union President - who would serve as College Governor - the above recommendations would provide a full compliment of Governors (25 persons) in the Session 2003/04. Under an Incorporated Governing Body, registered as a Charity, these Governors would serve as Directors/Trustees - with a 26th (CBF) member appointed in respect of Annual Meetings/ 'golden vote' items.
- (iii) The Chairman's Committee had discussed and were reassured upon their position as Trustees in terms of individual liability: the reformed Governing Body would operate as a Company Limited by Guarantee: Directors/Officers indemnity insurance cover would be in place. ]

The Chairman thanked Mr David Ralls for his contribution during his period of service as a Governor.

**(b) The Council of Church Colleges and Universities**

The Principal confirmed that more specific discussions were currently in train between the University College, the University of Gloucestershire and St Martins Lancaster concerning Theology and how best to support Church schools: he would give a fuller report at a later meeting.

**NOTED**

**(c) Independent Review of Student Complaints**

The Clerk confirmed that a national Steering Group was being established which would include the Principal from King Alfreds College and the Secretary/Registrar/Clerk to the Governing Body from Liverpool Hope University College.

**NOTED**

**231.2 INCORPORATION OF THE GOVERNING BODY**

Members received Paper S102, Incorporation of the Governing Body, and the Clerk tabled a revised page 2 of the Paper following the continuing dialogue with the Charity Commission. He outlined the reasons underlying the move to Incorporation and the Governing Body unanimously **AGREED** the following formal resolutions in order to effect the required changes :

**RESOLVED**

**(a) In respect of the Privy Council**

That, having received the appropriate documentation, the Governing Body of Canterbury Christ Church University College confirms acceptance and approval of the final draft Memorandum and Articles of Association, leading to the Incorporation of the Governing Body, subject to such final amendments as the Privy Council may require. [The College Seal to be affixed to this part of the resolution.]

**(b) In respect of the Charity Commission**

**(i)** That this Governing Body resolve to apply to the Charity Commission for an Order transferring the legal title of the University College from the Central Board of Finance to the newly incorporated Governing Body and to this end:

- confirm the detail set out in Form CHY-ST2(A) and
- authorise their Clerk to sign documents required by the Charity Commission to effect the necessary changes.

- (ii) That this Governing Body apply to the Charity Commission for an Order to authorise the transfer of the beneficial interest in the University College from themselves to the newly incorporated Governing Body.

**232. UNRESERVED MINUTES OF THE ACADEMIC BOARD MEETING HELD ON 20TH NOVEMBER 2002**

Members received Paper S103, Unreserved Minutes of the Academic Board Meeting held on 20th November 2002, and noted in particular:

**(a) Teaching Quality Assessment (Minute 273(c));**

OfSTED had completed visits to both Primary English and some Secondary subjects within the Faculty of Education and had commented favourably on the University College in general and, more particularly, had commended the University College's Library and IT provision.

**NOTED**

**(b) Internal Reviews of University College Departments (Minute 275)**

Three Departments ie the International Office, Centre for Career Development and Adult Nursing would be reviewed during the Trinity Term 2003.

**NOTED**

**(c) Termination or Temporary Withdrawal of Modules/Courses and Programmes (Minute 283)**

It had been agreed to terminate/temporary withdraw a number of modules/courses/programmes that were no longer viable to run, or which had been subsumed or replaced by other programmes.

**NOTED**

**RESOLVED**

That Paper S103 be received.

**233. APPROVAL OF REGULATIONS**

Members received Paper S104, Approval of Regulations. The Vice Principal drew Members' attention to the long list of Programmes requiring approval which indicated that new Programmes were being created at a very healthy rate.

## **RESOLVED**

That Paper S104 be approved.

### **234. REPORT TO ACADEMIC BOARD ON THE EXERCISE OF THE UNIVERSITY COLLEGE'S DEGREE AWARDING POWERS 2001-02**

Members received Paper S105, Report to Academic Board on the Exercise of the University College's Degree Awarding Powers 2001-02.

In response to a question concerning the National Qualifications Framework, the Vice Principal confirmed that in future students on an Honours degree programme would either be awarded an Honours or fail. The 'fail' category would no longer be used. He said that an award was for attainment of the specified learning outcomes and not for a near miss. However, the University College did recognise the award of an Ordinary Degree for successful achievement in a smaller number of modules than required for an Honours degree.

In response to a further question regarding what professional development had been in place to assist during the transition to a Faculty Structure, Members were reassured to learn that much work had been done in areas such as Finance, Personnel and Academic Standards to ensure that the Deans and their Heads of Department received appropriate information and were equipped for their new roles.

Finally, and in response to a question, it was confirmed that External Examiners' reports were available to Governors on request.

## **RESOLVED**

That Paper S105 be received.

### **235. UNCONFIRMED MINUTES OF THE HEALTH & SAFETY COMMITTEE MEETING HELD ON 6 FEBRUARY 2003**

Members received Papers S106/S106a, the Summary and Unconfirmed Minutes of the Health and Safety Committee Meeting held on 6 February 2003, presented by the Chairman, Mr Rupert Bristow. Governors noted in particular:

- that from 1 April 2003 Mr Robert Melville would take on the role of Assistant College Secretary and part of his new remit would include Health and Safety and the 'revitalisation' agenda;
- the latest initiatives/information on the North Holmes Road street scene;
- the good result of the Safety Consultant's visit to the Domestic Services and Goods In areas of the University College;
- no malicious activations of fire alarms had been reported during 2002;
- the co-operation of staff and students over the recent Fire Brigade Union strikes was to be commended.

## **RESOLVED**

That Paper S106 and S106a be received.

**236. UNCONFIRMED MINUTES OF THE AUDIT COMMITTEE MEETING HELD ON 11 FEBRUARY 2003**

Members received Papers S107/107a, the Summary and Unconfirmed Minutes of the Audit Committee Meeting held on 11 February, presented by the Chairman, Professor John Todd. Governors noted in particular:

- that copies of the appropriate Annual Returns for 2001/02 had been submitted to HEFCE following approval by the Governing Body in December 2002;
- with regard to Risk Management, the various categories of risk to be monitored had been agreed by the Senior Management Team and an individual manager identified to take responsibility for each category;
- the Internal Auditors were meeting with officers from HEFCE to receive clarification regarding HEFCE's expectations regarding the audit of certain academic operations and Risk Management. This would assist audit risk management planning in all of their client HEIs;
- the University College's (HEFCE) audit review would take place over three days in the week commencing 9 June 2003;
- matters concerning the University College's insurance arrangements;
- the policy/procedures introduced last year for the handling of student debt had worked well and had assisted the credit control process. By comparison (December 2001-December 2002) the overall debt position had improved by £30k;
- Deloitte and Touche had submitted their first internal auditor's report;
- Members of the Audit Committee had received reports on the Agresso Pre-Implementation Review. There had been slippage in the timescale and the changeover to Agresso for Payroll would now probably now take place on 1 August instead of 1 April 2003.

With regard to Minute 115 PricewaterhouseCoopers: Conversion to Limited Liability Partnership, Governors noted that the University College had sought legal advice on this matter following the formal notice of the resignation of PricewaterhouseCoopers as auditors of the University College. The Governing Body

**RESOLVED**

- (i) That PricewaterhouseCoopers LLP be appointed to fill the vacancy for the University College and its subsidiaries, The St Gregory's Foundation Canterbury and Salomons Centre Limited arising from the resignation of PricewaterhouseCoopers on 1 January 2003 and to hold office until the conclusion of the next annual meeting at which accounts are placed before the University College; and
- (ii) That PricewaterhouseCoopers LLP take over the existing engagement letter between the University College and PricewaterhouseCoopers with immediate effect, on identical terms and conditions (but reading references to any PricewaterhouseCoopers entity or person as references to the corresponding PricewaterhouseCoopers LLP entity or person).

It was further **RESOLVED**

That Papers S107 and S107a be received.

**237. UNCONFIRMED UNRESERVED MINUTES OF THE FINANCE AND GENERAL PURPOSES COMMITTEE MEETING HELD ON 6 MARCH 2003**

Members received Papers S108 and S108a, Summary and Unconfirmed Minutes of the Finance and General Purposes Committee Meeting held on 6 March 2003, presented by the Chairman, Mr Leyland Ridings. Governors noted the potentially good result for the first half of the Financial Year.

**(a) The University College's Financial Position 2002/03:  
Report for the first half year ended 31.1.2003.**

Governors noted the potentially good result for the first half of the Financial Year 2002/03: it was noted that the declared surplus contained the net receipts for the disposal of the College of Guidance Studies. Mr Ridings believed that the out-turn of the current year would give a good basis for budget formulation for 2003/04.

**(b) Estates Committee**

Governors received Papers S94 and S94a, Summary and Unconfirmed Minutes of the Estates Committee Meeting held on 23 January 2003, presented by the Chairman, Mr Roddy Loder-Symonds. Governors noted the present position in regard to various properties and developments.

The Principal introduced the discussion with some overarching comment in regard to the position of the University College in Canterbury - including references to local authority Planning - Thanet and Medway. It was important for Governors to consider the Estates and Finance and General Purposes Committee reports in a wide context.

**(i) Redevelopment of the Canterbury Campus**

Further perusal of the Strategic Masterplan Report (SMR) [copies available at the meeting] had prompted the University College to consider the decanting implications and their wider requirements across the County in line with its own growth and the recent Government White Paper. These decanting and wider growth elements had implications on the SMR in terms of scale, location of development and affordability. Opportunities for additional space had arisen in Medway and elsewhere in Canterbury which warranted serious consideration. It was now proposed to move forward on Phase 1 the Learning Resource Centre.

In respect of a question from the President of the Student's Union asking why the relocation of the Student Building had not been

included in the SMR costs, the Clerk said consideration was being given to the notion that the social/recreational components of the Student Building should be accommodated off campus. However, the Senior Management Team would shortly be considering the budgets for the Minor Works / Capital Programme 2003/04 which included some refurbishment of the present Student Building, possibly on a rolling programme.

In response to a question from Professor Todd it was confirmed that a risk assessment / risk analysis was automatically embedded in any project considered in connection with the ongoing Estate Strategy.

**(ii) The next phase of the Thanet campus**

The matter of the next phase of the Thanet campus would be further considered in light of the evolving Estate Strategy.

**(iii) Hall Place Harbledown**

Held as confidential to the Governing Body

**(iv) Medway Campus**

**Held at Confidential to the Governing Body**

**(v) Sports Hall at Polo Farm [Paper S98]**

**Held as confidential to the Governing Body**

**(c) Students' Union Termly Report**

Members noted that as a result of the advice and assistance offered to the Students' Union by the Director of Financial Accounting, a small surplus was forecast for the end of the current Financial Year.

Governors commended the Director of Financial Accounting and the students for their efforts to improve the financial position of the Students' Union.

**NOTED**

**RESOLVED**

That Papers S108 and S108a be received and the recommendations contained therein be supported.

**238. ST GREGORY'S FOUNDATION - MEMBERSHIP: REPORT OF THE CLERK**

Members received Paper S109, St Gregory's Foundation - Membership.

**NOTED**

**239. ANNUAL RETURNS**

The College had prepared the return for the Charity Commission (2001-2002) in respect of Canterbury Christ Church Foundation. Copies of the documents were available for reference at the meeting.

**NOTED**

**240. CONFIDENTIAL ITEMS - TO DETERMINE WHICH OF THE FOREGOING BUSINESS SHOULD BE HELD AS CONFIDENTIAL TO THE GOVERNING BODY [INSTRUMENT 9 (III)].**

It was agreed that all matters pertaining to the acquisition or disposal of property in connection with Polo Farm, Medway and Harbledown, should be held as confidential to the Governing Body.

**NOTED**

**241. DATES OF FUTURE MEETINGS**

- (i) 24 June 2003 (details to be confirmed)
- (ii) 8 July 2003 at Salomons

**242. ANY OTHER UNRESERVED BUSINESS**

**Debate on the Future of Higher Education at CCCUC**

Members of the Governing Body had received an invitation to join the Students' Union for a debate on the Future of Higher Education at Canterbury Christ Church University College on 27th March. The Chairman said he hoped as many Governors as possible would be able to attend what was likely to be a lively and interesting event.

**NOTED**

