



CANTERBURY CHRIST CHURCH UNIVERSITY

MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 4.00PM ON TUESDAY 26 MARCH 2019 IN ROOM 3.31 AUGUSTINE HOUSE

Present: Mr F Martin (Chair), Sir I Johnston (Deputy Chair), Ms N Ahmed (minute 140-end), Ms S Appleby, Ms J Armitt, Dr A Eyden, Mr J Faber, Mr P Fletcher, Ms P Jones, Mr P Kloppenborg, Ms C Nolan, Mr Q Roper, Revd. R Stevenson, Professor R Thirunamachandran (Vice-Chancellor), and the Right Revd Bishop T Willmott

Apologies: Mr S Brown, Ms J Harding, Ms M Peachey

In Attendance: Ms M Ayers (Director of Human Resources and Organisational Development) (minutes 143 and 144)
Ms S Foll (Health and Safety Manager) (minute 143)
Professor H James (Senior PVC [Education, Enhancement & Student Experience])
Dr M Helm (Director of Student Experience) (minute 144)
Ms C Lambert (Director of Planning and Academic Administration)
Mr D Leah (Director of Finance & Chief Financial Officer)
Ms A Sear (University Solicitor & Clerk to the Governing Body)
Professor D Shepherd (Deputy Vice-Chancellor)
Professor M Weed (PVC [Research & Enterprise])
Mr P Ferguson (Governance & Legal Services Manager)
Ms E Currie (Governance & Legal Services Assistant)

131. Opening Prayer

An opening prayer was said by the Right Revd Bishop T Willmott.

132. Apologies for Absence [Item 1]

Apologies for absence had been received from Staynton Brown, Judith Harding and Meradin Peachy.

133. Declarations of Interest [Item 2]

No declarations of interest were made by members of the Governing Body.

134. Chair's Communications [Item 3]

The Chair welcomed the Director of Planning and Academic Administration to the meeting. The Chair congratulated Philip Kloppenborg on his re-election as President of the Students' Union; he would accordingly continue as Student Governor for the academic year 2019/20.

As it was the last meeting before his retirement from public ministry in May 2019, Bishop Trevor was thanked by the Chair on behalf of the Governing Body for his nine years of service to it. A formal dinner was scheduled directly after the meeting to mark the end of his term as Governor.

There had been an engaging and beneficial Health and Safety training led by Eversheds before the meeting.

135. Minutes of the Meeting of the Governing Body held on 27 November 2018 [Item 4]

The minutes of the Governing Body held on 27 November 2018 were agreed and subject to the correction of two minor amendments, signed as a true record.

136. Matters arising not appearing elsewhere on the agenda [Item 5]

There were no matters arising not appearing elsewhere on the agenda.

137. Report of the Vice-Chancellor [Paper L89] [Item 6]

The Vice-Chancellor was invited to present his report to the Governing Body. The key points were as follows.

The Vice-Chancellor said that the University was rigorously engaged with considerations regarding Brexit and the Augur Review. The University opposed the suggestion that students with less than three Ds at A-level should be limited in their access to Student Loans. Although there was uncertainty surrounding how any potential fee change arising from the Review would impact the University, this had the potential to be neutral given the growth in science subjects within the University.

New student application numbers remained at -7% compared to the applications received by the same point last year; against a trend of -6% for the University's competitor group. The University would be hosting applicant days and open days (including Kent and Medway Medical School [KMMS] open days) to support increased student recruitment.

An £8m SELEP bid for KMMS had not been successful in the most recent round of allocations, but it was hoped that the University would secure funding once further allocations were made in June and in the Autumn. A £2m NHS start-up bid was still under consideration by the regional NHS. A joint KMMS fundraising campaign board with a £30m target had been set up in collaboration with the University of Kent, targeting corporate entities, charities and trusts, and 'high net worth' individuals.

The Vice-Chancellor reported on the Estate Master Plan. "Building One", the Daphne Oram Building for the Creative Arts, had been opened and was in use. It had been well received by students and staff. The construction of "Building 2" was progressing quickly. A number of disposals were in progress [Minute 140 refers]. Concerning

student accommodation, an options appraisal was to be undertaken and presented to the Finance and Resources Committee.

In response to a query from two Governors, the Vice-Chancellor spoke about the challenges the University faced with the provision of degree level apprenticeships. The University intended to secure significantly sized apprenticeship contracts with employers on cost effectiveness grounds, such as a contract recently secured to deliver the new Police Constable Degree apprenticeship.

A Senior Leadership Group event had taken place on the 25 March; 100 colleagues had attended. The University's Chancellor, The Most Revd Justin Welby, Archbishop of Canterbury, had been the key note speaker, and had spoken about the importance of humility in leadership.

NOTED

138. Termly Report of the Students' Union [Paper L90] [Item 7]

The Governing Body considered a paper, [Paper L90], by the Students' Union President; the Termly Report of the Students' Union.

The President of the Students' Union said that three of four Sabbatical Officers had been re-elected; Philip Kloppenborg, Jamie Harris (Wellbeing) and Chloe Woolaway (Sports and Engagement). There would be a new Officer for Development, Becky Thompson. These four Sabbatical Officers would represent the University at the NUS delegates' conference this summer.

The Students' Union was currently undergoing a strategy refresh in consultation with its membership.

An NUS affiliation referendum had been declared null and void; it would be re-scheduled. Arguments regarding affiliation centred around NUS engagement with the Students' Union, student voice on a national level and value for money. The referendum would be repeated at a future date.

There had been many firsts for the Students' Union this year, including Medway representation and the decision not to hold a summer ball, for reasons of financial viability and student feedback.

NOTED

139. Students' Union Leadership Election – Certifying Officer's Report [Paper L91] [Item 8]

The Governing Body considered a paper, [Paper L91], by the Director of Student Experience and Head of Engagement (Students' Union), about the Students' Union Leadership Election – Certifying Officer's Report.

The Student Governor confirmed that the Students' Union Leadership Election had been conducted according to its constitutional requirements. Fewer candidates had

stood for election than the previous year, but almost as many votes had been cast, which indicated good engagement.

NOTED

140. **Report on the University's Financial Position for the six month period to 31 January 2019 and Budget Update [Paper L92] [Item 9]**

The Governing Body considered a paper, [Paper L92], by the Head of Management Accounting, sponsored by the Director of Finance and Chief Financial Officer; the Report on the University's Financial Position for the six month period to 31 January 2019 and Budget Update.

The Chief Financial Officer cautioned that given the uncertain political climate, the current financial budget forecast had been made with significant assumptions regarding student recruitment and related income.

Significant provisions had been made in the budget for attrition and credit notes (£1.8m), and potential reclaims by the Office for Students ("OfS") (£654k). The Audit Committee had found these provisions to be suitably cautious. The potential OfS reclaim was dependent upon the regulator undertaking a return visit to the University, and a date for this had not yet been confirmed.

The provision for staff severance costs had been increased from £500k to £750k. A reduction in staff levels was a key strategic component of the budget. A staffing re-structure was being implemented in the Faculty of Education and changes would be proposed to the staffing structure in the Faculty of Arts and Humanities.

In response to a request from a Governor, it was confirmed that a summary of staff reductions would be provided, which would also comment on the impact on remaining staff where appropriate.

The Chief Financial Officer said that at the suggestion of the Chair of the Governing Body, the potential to treat KMMS project set up costs on a capitalised basis was being considered with the University's External Auditor.

Student number predictions for the next three years could change substantially, dependent on an uncertain external context. The Governing Body's previously approved funding strategy up to 2026/27 would be revisited by the Finance and Resources Committee at its next meeting in May.

In a response to a question from a Governor, the Chief Financial Officer confirmed that provision had been made in the 2018/19 budget for failure to secure the University's student number targets.

The Chief Financial Officer confirmed that a managed deficit budget would be likely to be maintained by the University in the short term.

In discussion, the Governing Body acknowledged the difficult operating context, but agreed that an appropriate strategy was being adopted by the University.

RESOLVED

That the revised budget for 2018/19 be approved.

141. Strategic Plan – Refresh [Paper L93] [Item 10]

The Governing Body considered a paper, [Paper L93], by the Deputy Director of Planning and Academic Administration (Strategic Planning and Continuous Improvement), sponsored by the Director of Planning and Academic Administration, regarding the Strategic Plan - Refresh.

The Director of Planning and Academic Administration explained that given the context of significant external turbulence, it had been decided by the Governing Body previously to refresh and extend the University's current Strategic Plan from 2015/20 to 2022.

Key changes included the addition of a Vision Statement; 'Research and Knowledge Exchange' had been repositioned as 'Research and Enterprise', 'Resources' had been re-titled 'Enabling Services' and three new cross-cutting themes had been added.

An emphasis on academic priorities, particularly international and post graduate growth, had been included.

Arising from discussion by the Governing Body members regarding the use of the phrase "leader in education" in the Vision Statement, the view was taken by the Governing Body that further review of the drafting relating to this point should be performed by the Executive, but that the Plan should in any event be approved.

RESOLVED

That, subject to final review as set out above, the Strategic Framework 2015-22 be approved.

142. Review of Key Performance Indicators [Paper L94] [Item 11]

The Governing Body considered a paper, [Paper L94], by the Head of Planning, sponsored by the Director of Planning and Academic Administration, about the Review of Key Performance Indicators.

The Director of Planning and Academic Administration said that the KPIs had been reviewed to ensure they were appropriately aligned with SMT responsibilities and also with the University's Strategic High Level Risk Register following a refresh of its Strategic Plan. Best practice examples from other higher education institutions had been taken into consideration and the terminology had been reviewed.

The responsibility of monitoring the KPIs was split between SMT and the Governing Body. The Audit Committee monitored eight KPIs ("the Governor KPI Subset"), supported by 15 measures, on behalf of the Governing Body. 'Stakeholder Satisfaction' had been removed from the Governor KPI Subset following consultation with the Audit Committee.

The University had performed better than predicted on 7 of the 15 measures in 2017/18, with challenging targets for 2019/20.

The Director of Planning and Academic Administration explained, in response to a question from a Governor, that some KPIs were awaiting to be confirmed; these would be presented to the Audit Committee at a future meeting.

RESOLVED

That the revised KPIs be approved.

143. 2017/18 Health and Safety Annual Report and briefing of the Health and Safety Group held on 5 December 2018 [Paper L95] [Item 12]

The Governing Body considered a paper, [Paper L95], by the Health and Safety Manager, sponsored by the Director of Human Resources and Organisational Development, about the University's 2018/19 Health and Safety Policy Statement; 2017/18 Health and Safety Annual Report and briefing of the Health and Safety Group held on 5 December 2018.

The Director of Human Resources and Organisational Development said that good practice and management in respect of health and safety had been embedded across the University. The main issue continued to be one of staff, (particularly new staff), engagement in training.

The Health and Safety Manager highlighted a number of high level achievements and improvements relating to the University's Health and Safety profile over the last academic year. For example, all Heads of Schools and Heads of Departments had completed a Health and Safety Leadership gap analysis, against sector guidance, which identified each department's strengths and weaknesses and facilitated a move towards a culture of Health and Safety ownership by each department head, rather than central management.

There had also been a drive to promote a proactive Health and Safety monitoring with over a third of Heads of School/Department reporting on their departmental annual H&S performance last year, thus providing SMT with regular assurances of H&S arrangements' effectiveness.

Other key improvements were related to the modernisation of the Health and Safety arrangements for training and incident management with longer term positive impact expected as staff secured greater confidence with using the Staff Space and Incident management systems.

The new incident management system allowed investigations to be recorded and remedial actions tracked in a consistent way which was critical to achieving compliance with legislation. The Health and Safety Manager recorded thanks to the Governor Health and Safety Champion for the Champion's support in acquiring the new incident management system.

The University's compliance with legislation had been 65% for the 2016/17 academic year; the figure for 2017/18 had increased to 75%. This increase had been achieved through the work towards the University five year Health and Safety Plan, supported

by 26 work streams and evidenced a 64-88% progress rate, excluding the Emergency Planning and Business Continuity objective, which had been adversely impacted by the vacant 'Risk and Compliance Officer' position within the Estates and Facilities department.

The main risk was one of staff engagement with training. There had been a decline from previous years in the completion of mandatory health and safety training, potentially related to ongoing internal organisational change. Health and Safety training had been mandatory since 2016, and had been offered to all new starters at the point of induction. The use of the Staff Space system to record training should give a more accurate reflection of the position. It would enable Heads of Departments to secure reports on training undertaken by departmental staff to more quickly ascertain where gaps existed. In addition, the launch of personalised development journeys for new starters within StaffSpace will facilitate monitoring of training uptake by line managers; this launch was planned for September 2019 following a pilot in April/May.

Nine gaps that had been identified in statutory maintenance and testing of fire safety systems during an analysis against sector standards represented a risk. Notwithstanding, the University had not received a visit from the relevant authority in 2017/18, compared to six visits in 2016/17. Two of these gaps had been addressed so far, and the rest would be monitored and resolved by Estates and Facilities department and monitored to completion by the Health and Safety Group.

In response to a Governor question about staff sanctions for non-compliance with mandatory training, the Vice-Chancellor said that an appropriate approach to achieving better compliance would be considered and reported to a future Governing Body meeting.

RESOLVED:

That the updated Health and Safety Policy Statement 2018/19 be approved.

144. Mental Health and Wellbeing Framework [Paper L96] [Item 13]

The Governing Body considered a paper, [Paper L96], by the Director of Human Resources and Organisational Development and the Director of Student Experience, sponsored by the Senior Pro Vice-Chancellor (Education, Enhancement and Student Experience) and the Vice-Chancellor about the Mental Health and Wellbeing Framework.

The Senior Pro Vice-Chancellor said that the framework had been requested at the June 2018 Governing Body Meeting and was approved by the SMT in December 2018.

The Framework had been created in a collaborative way, using guidance from researchers, other academics in this field and other institutions in the UK and internationally. It had been intended for the wellbeing of both Students and Staff, with a purposefully inclusive and holistic approach.

The Director of Student Experience explained that the Framework had been co-produced as research suggested impactful engagement when the target audience

was included in formulation. The Framework was aspirational, with changes in response to it incorporated over time, but there was an encouraging openness to its aims from students and staff.

Governors expressed positive feedback regarding the Framework. The Right Revd Bishop Trevor stated that it linked back to the fundamental values of the University.

The Chair of the Governing Body thanked everyone who had been involved in the creation of the Framework.

NOTED

145. OfS Regulatory Environment: Grade Inflation Review [Paper L97] [Item 14]

The Governing Body considered a paper, [Paper L97], by the Director of Quality and Standards, sponsored by the Senior Pro Vice-Chancellor (Education, Enhancement and Student Experience) about the OfS Regulatory Environment: Grade Inflation Review.

The Senior Pro Vice-Chancellor said that the OfS had raised the subject of unexplained grade inflation. The purpose of this paper was to reassure the Governing Body that this was not a systemic problem for the University, which had been monitoring grades since before this issue had become a national concern and would continue to do so.

NOTED

146. Summary Minutes of the Meeting of the Chairs Committee held on 7 March 2019 [Paper L98] [Item 15]

The Governing Body noted the summary minutes of the meeting of the Chairs Committee held on 7 March 2019.

NOTED

147. Summary (Unapproved) Minutes of the Meeting of the Finance and Resources Committee Meeting held on 7 March 2019 [Paper L99] [Item 16]

The Governing Body noted the summary minutes of the meeting of the Finance and Resources Committee held on 7 March 2019.

NOTED

148. Summary (Unapproved) Minutes of the Meeting of the Audit Committee held on 26 February 2019 [Paper 100] [Item 17]

The Governing Body noted the summary minutes of the meeting of the Audit Committee held on 26 February 2019.

NOTED

149. Summary Minutes of the Academic Board meeting held on 10 December 2018 [Paper L101] [Item 18]

The Governing Body noted the summary minutes of the meeting of the Academic Board held on 10 December 2018.

NOTED

150. Any other business [Item 19]

The next meeting of the Governing Body would take place on 2 July 2019.

NOTED