



## CANTERBURY CHRIST CHURCH UNIVERSITY

### MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 4.00PM ON TUESDAY 23 MARCH 2021 VIA MICROSOFT TEAMS VIDEOCONFERENCE

**Present:** Mr F Martin (Chair), Ms J Armitt (Deputy Chair and Chair-elect), Sir I Johnston (Deputy Chair), Ms N Ahmed, Ms S Appleby, Mr S Brown, Dr A Eyden, Mr J Faber, Mr P Fletcher, Ms J Harding, Bishop R Hudson-Wilkin, Ms P Jones, Ms M Peachey, Revd. R Stevenson, Professor R Thirunamachandran (Vice-Chancellor) and Ms B Thomson

**In Attendance:** Mr P Ferguson (Governance and Legal Services Manager) [Minute 167]  
Mr S Gwynne (Director of Estates and Facilities) [From Minute 164-end]  
Professor H James (Deputy Vice-Chancellor)  
Ms C Lambert (Director of Planning and Academic Administration)  
Professor Annie Lu (Dean of International) [Minute 153-159]  
Mr D Leah (Director of Finance & Chief Financial Officer)  
Mr B MacPhee (CEO of the Students' Union) [Minute 168]  
Ms A Sear (University Solicitor & Clerk to the Governing Body)  
Professor M Weed (Pro Vice-Chancellor [Research & Enterprise])  
Ms E Currie (Governance & Legal Services Assistant)

#### 135. Opening Prayer

An opening prayer was said by Revd Rob Stevenson.

#### 136. Apologies for Absence [Item 1]

Apologies for absence had been received from Ms Connie Nolan

#### 137. Declarations of Interest [Item 2]

Ms Judith Harding, Revd Rob Stevenson and Sir Ian Johnston declared an interest in item 13, Membership of the Governing Body. It was agreed that they would leave the meeting for the duration of the discussion relating to them.

#### 138. Chair's Communications [Item 3]

The Chair reported that the Finance Group having delegated authority from the Governing Body, had met that morning to finalise and sign the suite of agreements putting in place the secured loan facilities with the banks. He thanked the members of the Finance Group, and the independent pro-bono financial advisor for their tireless work.

The Chair said that he had visited the Verena Holmes Building during the previous week and had been impressed. It would be a great asset to the University.

The Governing Body had virtually visited the Department of Enterprise and Employability as part of the Governor Visits programme. The visit had been well attended and those present had been impressed with the activity of the area. The Chair thanked the Pro Vice-Chancellor (Research and Enterprise) and his team for hosting.

The Chair welcomed the Director of Planning and Academic Administration to the meeting as the SMT representative. He said that the Dean of International, the Director of Estates and Facilities, the CEO of the Students' Union and the Governance and Legal Services Manager would join the meeting for their items.

#### **NOTED**

**139. Minutes of the Meetings of the Governing Body held on 24 November 2020 and 25 February 2021 and action log [Item 4]**

The minutes of the meetings of the Governing Body, held on 24 November 2020 and 25 February 2021, were agreed and would be signed as a true record. The action log was noted.

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

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

**141. Strategic Presentation: International Strategy [Item 6]**

The Governing Body welcomed Professor Annie Lu, Dean of International to the meeting to present the University's International Strategy. The Vice-Chancellor said that the University had been a University with a regional focus, but it was important to develop an international dimension. Prior to the arrival of the Dean of International progress in this respect had been slow. He said that internationalisation of the University was not just about international student recruitment but about a cultural change and a shift in mindset. This approach was supported by a shift in staff and student demographic.

The Dean of International spoke to her presentation (available on blackboard) and said that the University and the country had a role to play in responding to global challenges. It was vital to attract talent and investment into the country as part of the Global Britain agenda. It would be important to ensure that the country's position on the world stage was maintained post-Brexit, in order to drive a quick economic recovery from the challenges of both Brexit and Covid-19.

The Dean of International reported that education was the United Kingdom's largest international service export worth £23 billion per year, compared with financial services at £22 billion per year in 2018. The Government's Education Strategy was published in 2019 and the sector's target was to increase international students in UK universities to 600,000 by 2030 which would be a 7% increase, and education export to increase to £35 billion by 2030. Embracing internationalisation would be key to ensuring the University's long-term financial sustainability, as evidenced by the inclusion of internationalisation in the University's eight cross cutting themes. Many Universities had international strategies in place to respond to international opportunities.

The University had adopted various ideas and innovative approaches to support international success in terms of student recruitment and international partnerships. The Dean of International said that in 2019/20 the University had only one non-EU feeder country for student recruitment, there were now four non-EU feeder countries. Non-EU students now accounted for 45% of international students at the University, compared to 22% in 2019/20. The total number of international students had increased from 844 in 2019/20 to 935 in 2020/21. This demonstrated a shift to a more balanced intake between EU and non-EU students. Previously the University had not recruited from any of the ten most popular international student feeder countries. The University now recruited from India, Nigeria and Pakistan, and also recruited from China. This demonstrated that the University's strategy was aligning it with the national picture. Recruitment income in the two previous years had been just over £8 million. Despite the challenges of Covid-19 and its disruption to much international travel, the international income in 2020/21 was expected to be £8.3 million.

The number of international collaborative partnerships and the associated income in 2020/21 had doubled compared to 2019/20, with approximately £1.7million income expected. Between international recruitment and collaborative partnerships, the 2020/21 international financial objectives were expected to be exceeded by £1million. This was despite all the challenges posed by the pandemic. The Dean of International said that this was an achievement to be proud of.

The Dean of International presented an overview of current partnerships and those in development. She said that new partnerships were being identified that would enhance the University's international reputation. She said that the partnerships were placed throughout the world. She highlighted regions identified by UUK as important for international development. Of these regions, the University was already working actively in Europe, but was not yet working in the sub-Saharan region, or central Asia. The University would monitor opportunities in these areas.

The Dean said that it was important to recognise that income generation was not the sole goal of internationalisation, especially given that the University was a not-for-profit organisation. Internationalisation should also be viewed in the context of how it could enhance student experience and graduate outcomes. The University already had good student and staff mobility through the Erasmus+ scheme and the Turing Scheme. There were many ways that students could benefit from the international network, such as the Global Citizens programme. The Global Citizens scheme was not directly linked to any specific programmes but aimed to improve students' transferable skills and employability through engaging with international community and opportunities.

Over the next five years, student recruitment of EU students was expected to decline by 40-60% due to changes to immigration conditions post Brexit. The University would be obliged to increase non-EU recruitment in order to sustain the international student population. It was anticipated that the non-EU population would surpass the EU student population in 2022/23. It was expected that there would nevertheless be a small growth in the overall international student population. In terms of income, if recruitment objectives were met, the income would remain above the forecast provided to the Office for Students, and in doing so support the University's financial sustainability. She said that the University would need to work aggressively to meet these recruitment targets.

Over the next five years, the income from collaborative partnerships would increase, and the international team would work with the partners to maintain quality and support the partners to grow student numbers year on year.

The Dean of International said that these efforts would help to drive the international income to £20 million in the next five years. The forecast number of students studying with one of the University's collaborative partners would rise to 5000, which would place the University as a major player in collaborative delivery.

If these targets were met, international income would contribute 12% of the University's annual turnover and international students would make up 7% of student population on campus. The Dean of International acknowledged the support that would be required from various areas of the University, including the Senior Management Team, Planning and Academic Administration, Quality and Standards Office, IT, Finance, Governance and Legal Services and Marketing. She said that she was grateful for the support already received from these colleagues in support of the international strategy.

The Dean of International finished her presentation by highlighting areas of potential growth for the International Strategy, including joint campuses, embedded colleges and online degrees.

The Chair of the Governing Body congratulated the Dean of International and her team on the successes achieved so far.

A Governor asked about the impact of Covid and the ability to manage and support the varied international requirements. The Dean said that the results of the past year gave her confidence in the University's ability to respond to challenges of the pandemic. The pandemic situation was different in each country and the difficulties experienced by students were varied but the University had a good grasp of these issues.

A Governor said that the strategy was exciting and asked how the University met the pastoral needs of international students on campus, specifically during lockdowns. The Dean of International said that it had been necessary to use various networks to support the international student body, including practical help with isolation, and advise on immigration and visa requirements. There had been no major incidents.

A Governor said that the Dean of International provided a very optimistic picture. They asked how many of the international students were able to be on campus and

whether the diversity of staff was keeping pace with the growing diversity of the student body. The Dean of International said that positively all Tier 4 students were in the country. International students were subject to the same restrictions as home students in terms of which courses were taught in person and which online. She said that most EU students remained in their home countries.

In terms of staff diversity, the Dean of International said that the University had a high level of staff diversity, especially at a senior level. Overall, she felt that the international strategy was embraced by staff across the University.

The Dean of International was thanked by the Governing Body for the excellent progress she had made with the International Strategy.

**AL left the meeting**

**SB joined the meeting**

**142. Termly Report of the Students' Union [Paper N88] [Item 8] [Taken before Item 7, Vice-Chancellor's Report]**

The Governing Body considered Paper N88, Termly Report of the Students' Union, presented by the Student Governor and President of the Students' Union. The Student Governor said that over the course of the year the Union's focus had been on Student Voice, both within the University and on a national level. In the past the Union had not been notably active on a national level, but the pandemic response had required engagement with local MPs, other Students' Unions and other interest groups operating nationally, to raise issues affecting students such as rent and fee rebates, and student hardship.

The Student Governor said that the turn out for the Students' Union Leadership Election had been low, but this was not particularly surprising due to the pandemic. The President (Engagement and Sports) and President (Campaigns and Societies) would continue in their roles for a further year. A new President (Union) and President (Community Diversity and Inclusion) had been elected and would commence 1 July 2021. The President (Union) would be the Student Governor for 2021/22. The Union was hopeful that in person activity would resume for the 2021/22 academic year, including the possibility of a face-to-face Freshers' Week.

A Governor asked if the Union had noted the benefits of the various mental health strategies the University had put in place in recent years. The Student Governor confirmed that although it had been a challenging 12 months, anecdotal evidence suggested that the University's students had not been as badly impacted by lockdown one and two as students in other Universities, where decisions made about, for example, student accommodation had significantly impacted student wellbeing in a negative way.

A Governor noted that the Student Life Pulse survey results indicated that only 23% of students felt they were getting 'value for money from their university experience despite the pandemic'. Although this figure was thought to be in line with the sector, it would be necessary to proactively address this.

A Governor asked if the pandemic had impacted on progress against the 'Big 10' objectives. The Student Governor reported that the constraints of the pandemic had,

in fact, hastened progress in some areas. For example, a more diverse student body was engaging with the union now that events were held remotely online. The Student Governor would report progress against internal KPIs to the next meeting.

**NOTED**

**BT left the meeting**

**143. Report of the Vice-Chancellor [Paper N87] [Item 7]**

The Vice-Chancellor was invited to present his report to the Governing Body. The Vice-Chancellor said that the country was exactly one year on from the first national lockdown. A service of reflection and remembrance had taken place in the chapel that morning and had been broadcast live to staff. He undertook to circulate this to Governors.

The Vice-Chancellor reported that student applications were 6% up compared to the same point last year, to enable accurate comparison this figure did not include recruitment to the Kent and Medway Medical School (KMMS) or the collaboration with the London School of Commerce (LSC). In terms of the sector, student recruitment was 7% up on the same point in 2020 and the recruitment to the University's competitor group was 10% up. It was, however, important to note that some Universities counted recruitment via collaborations and some did not, so it was not possible accurately benchmark this data. The Vice-Chancellor said that ultimately, it would be conversion rates that were important.

The University had received a further £900k in Local Growth Funding from the South East Local Enterprise Partnership (SELEP) for the Engineering, Design, Growth and Enterprise (EDGE) Hub, bringing the total received from SELEP to £7million. When considered in conjunction with other funding received for the School of Engineering, for example from HEFCE, a total of £14.5million had been raised, which was an incredible achievement. The conditions for the grant monies from HEFCE and SELEP were rigorously monitored and adhered to.

The Vice-Chancellor said that the Finance and Resources Committee had discussed the new student records project (MOSI) in detail at its March meeting. He emphasised the strategic importance of the project to the University and said that it would be the primary focus for the Director of Planning and Academic Administration over the following 12 months.

The Vice-Chancellor reported that the Enhanced Voluntary Redundancy scheme had been launched. He said that the University's staff costs as a percentage of income were 60-62% which was one of the highest ratios in the sector; this needed to be reduced to 57-58%. The scheme had been positively received and 58 enquiries had been received to date. It was noted that the other approach to addressing the staff costs ratio would be to increase income, which was being addressed via strategic initiatives such as the collaboration with the LSC and the Global Banking School (GBS).

The return of remaining students to campus was the next critical step in the roadmap out of the pandemic. The Vice-Chancellor hoped that this would be possible after Easter, but this would be dependent on the success of the other stages of the

roadmap and subject to further government announcements. The Vice-Chancellor said the University's campuses continued to be Covid-secure, with only 453 cases reported in the previous 12 months amongst students and staff to date, none of which had been traced to on campus transmission.

A Governor asked if increase in demand for health programmes was the reason for the strong applicant numbers. The Vice-Chancellor confirmed that this accounted for approximately half of the increase but noted that places on health programmes were limited by placement availability.

A Governor asked about the resource implications if the University was required to continue offering lateral flow Covid testing in the long term. The Vice-Chancellor said that currently the testing arrangements, which had been in place since December, received government funding. If the funding arrangements ceased, but the requirement to provide tests remained, it would be financially challenging. The Chair requested that the Vice-Chancellor provide more detail on this to the June Governing Body meeting.

A Governor asked if the University was making use of its alumni network to support students during the pandemic. The Vice-Chancellor said an alumni strategy was in development. As demonstrated at the Governor virtual visit to Enterprise and Employability on 18 March, certain areas made good use of the alumni network. Another example was the Marketing and Communications department's use of alumni for Open Days. Significant alumni involvement in next year's University's Diamond Jubilee celebrations was expected.

The Vice-Chancellor reflected that, in light of the Termly Report of the Student President, it was important to continue to amplify the student voice. He noted that the standing item on the agenda from the Students' Union was a relatively recent addition to Governing Body meetings.

#### NOTED

#### **144. Report on the University's Financial Position for the Six-month Period to 31 January 2021 and Budget Update [Paper N89] [Item 9]**

The Governing Body considered the Report on the University's Financial Position for the Six-month Period to 31 January 2021 and Budget Update [Paper N89], presented by the Chief Financial Officer and Director of Finance. The Chief Financial Officer reported that the half year position was better than expected, with a surplus of £9.29 million representing a positive variance of £4.5million.

This was due to two significant factors: student numbers and the temporary collective agreement. When the budget had been set, it was still unclear if students would return to University in September 2020 due to the pandemic. Despite this uncertainty, full-time home student numbers had been better than forecast. The temporary collective agreement had saved the University circa £750K per month. The University had committed to maintaining the short time working arrangement no longer than absolutely necessary and it had therefore ceased from 1 March 2021, due to the improved financial position. The Chief Financial Officer said that short time working had been a necessary step, without which the University would have reported a £6M deficit.

The Chief Financial Officer said that although the University had made a surplus for the first half of the year, there would still be an overall deficit at year-end. Requests for tuition fee rebates related to the online learning experience were expected. Although the University had received significant assurance over its CMA compliance (Item 18 refers), a provision of £2.5M had been retained in the budget for successful rebate claims.

A £1.25million provision for severance costs resulting from the Enhanced Voluntary Redundancy scheme had also been retained. This provision was necessary to realign the University's activity and support growth areas. Income in respect of accommodation, catering and conferencing activity continued to be negatively affected by the pandemic.

Positively, income from the University's collaborative partners had not been budgeted for, and the LSC partnership was already having a positive impact on the University's financial performance.

The year-end deficit was forecast to be £2.3M. The Chief Financial Officer said that the University had to meet its bank covenants but also had to meet its covenant with staff.

The Chief Financial Officer said that the next report to Finance and Resources Committee would embed the impact of internationalisation, collaborations and strategic savings. The report would also include an update to the financial section of the University's risk appetite which no longer aligned with the University's bank covenants.

The Chief Financial Officer said that although he was optimistic regarding the University's internal income generation, it was important to note that the external environment remained hostile and uncertain. Medium-term risks, such as the Augar Report recommendations could still impact on the University.

The Chief Financial Officer recommended that the Governing Body approve the adoption of the financial forecasts as the revised budget for 2020/21.

#### **RESOLVED**

To adopt the financial forecasts as the revised budget for 2020/21.

#### **145. Management Letter from the University's External Auditors for the Consolidated Financial Statements for the University [Paper N90] [Item 10]**

The Governing Body considered the Management Letter from the University's External Auditors for the Consolidated Financial Statements for the University (ISA260 report) [Paper N90], presented by the Chief Financial Officer. He said that ISA260 report had been considered by the Audit Committee at its meeting of 24 February 2021. At that point it had not been possible to finalise the Going Concern statement, as the revised loan agreement had not been finalised. The report identified areas that had been considered and discussed in detail by the Audit Committee.

The Chair of the Audit Committee confirmed that the Audit Committee had been kept apprised of the process undertaken to finalise the report and had fully endorsed it at its February meeting.

The Letters of Representation from the University and its subsidiary company, Medco, to the External Auditor were annexed to the report for approval.

**RESOLVED**

To approve the Management Letter (ISA260 Report); and

To approve the Letters of Representation for the University and Medco.

The Governing Body considered the Annual Report of the Audit Committee [Paper N92]. The Chair of the Audit Committee said that the report had been delayed pending the finalisation of the ISA260 report [Item 10 refers]. The Audit Committee had been supported in its work by the executive, and both the internal and external auditor. He said that the Audit Committee was confident in the opinion of significant assurance given by the external auditor. The internal audit reports had been reassuring, and that pockets of higher risk, such as cyber security and pension liabilities were being monitored.

**RESOLVED**

To approve the Annual Report of the Audit Committee 2019/20.

**148. Membership of the Governing Body [Paper N93] [Item 13]**

The Governing Body considered paper N93, Membership of the Governing Body. A conflict of interest in this item had been declared by Ms J Harding, Sir I Johnston and Revd R Stevenson. The Chair invited them to leave the meeting whilst items concerning them were considered.

**JH, IJ and RS left the meeting.**

The University Solicitor and Clerk to the Governing Body said that the Chairs Committee had considered the succession planning of the Governing Body and had recommended that:

- Ms Judith Harding serve a second four-year term of office as an Independent Governor;
- Revd Robert Stevenson serve a second four-year term of office as an Independent Governor; and
- Sir Ian Johnston serve a one-year term as Chair of Finance and Resources Committee.

The Vice-Chancellor had spoken to all three Governors about the recommendations, and all had indicated their willingness to serve as suggested. The Governing Body agreed that all three Governors brought great value to the board and approved the recommendations.

**JH, IJ and RS re-joined the meeting.**

The University Solicitor and Clerk to the Governing Body said that the University had invited expressions of interest for Independent Governors to join the Governing Body on 1 August 2021 and 1 August 2022. 15 expressions of interest had been received from a range of high calibre individuals. Panel interviews with the Chair-elect of the Governing Body, the Vice-Chancellor and the University Solicitor and Clerk to the Governing Body had taken place in February. The Chairs Committee, acting as the Nominations Committee had made the following recommendations:

- Mr Clive Stevens to join the Governing Body from 1 August 2021 for an initial four-year term, and to service on the Finance and Resources Committee.
- Professor John Wood to join the Governing Body from 1 August 2022 for an initial four-year term.

- Mr Ranil Perera to join the Audit Committee as a co-opted member from 1 August 2021 for an initial four-year term.

The University Solicitor said she would provide a further update regarding succession plans to a future meeting.

The Chair-elect of the Governing Body commented that the three recommended new Governors would make valuable additions to the Governing Body, Finance and Resources and Audit Committees respectively.

The University Solicitor said that the nominee of the Rochester and Canterbury Diocesan Boards of Education, Mr Steve Carey, would also commence his term of office on the board on 1 August 2021.

The previous appointee of the Diocesan Boards of Education, Mr Quentin Roper, whose term of office had expired in October 2020 would join the Audit Committee as a co-opted member for a two-year term on 1 August 2021.

The Chair of the Audit Committee noted that Audit Committee co-opted member, Mr Julian Hills would retire on 31 July 2021. He recorded his thanks for Julian's valuable contribution over the years.

The University Solicitor said the Staff Governor election process would commence in April 2021. All three staff governor roles were subject to a re-election process.

The University Solicitor and Clerk to the Governing Body said that she would be in contact with members of the Governing Body to invite expressions of interest and nominations for the new role of Senior Independent Governor.

#### RESOLVED:

To appoint:

- to the Governing Body as independent Governor and to serve on the Finance and Resources Committee for an initial four-year term commencing on 1 August 2021: **Mr Clive Stevens**
- to the Governing Body as independent Governor for an initial four-year term commencing on 1 August 2022: **Professor John Wood**
- to the Governing Body as the appointee of the Rochester and Canterbury Diocesan Boards of Educations for an initial four-year term commencing on 1 August 2021: **Mr Steve Carey**
- to the Audit Committee as Co-opted member for an initial four-year term from 1 August 2021: **Mr Ranil Perera**
- to the Audit Committee as Co-opted member for a two-year term from 1 August 2021: **Mr Quentin Roper**
- to the Finance and Resources Committee as Chair for an interim term of one year commencing on 1 August 2021 and expiring on 31 July 2022: **Sir Ian Johnston**
- to the Governing Body as independent Governors for a second term of a further four years expiring on 31 July 2025: **Ms Judith Harding and Revd Robert Stevenson**

**149. Articles Refresh Update including Governor Appointment Policy and Governor Skills and Experience Framework [Paper N94] [Item 14]**

The Governing Body considered paper N94, Articles Refresh Update. The Governance and Legal Services Manager joined the meeting to present the report. He said that the paper was the culmination of considerable review by the Governance Task and Finish Group (GTFG), the Chairs Committee and both internal and external stakeholder consultation.

The Governance and Legal Services Manager said that the Articles had undergone extensive consultation and changes had been incorporated, including:

- updating Church of England and connected definitions;
- inserting a clause regarding freedom of expression; and
- removing provision of the appointment of academic board committees.

The proposal to pay governor allowances had been dropped, as this was not considered necessary at the present time

Three additional amendments were identified by the Director of Human Resources and Organisational Development, after the publication of the board papers:

- replacing the right of staff to appeal suspension with a commitment to keep the appeal under review (article 95);
- replacing the right of a senior post holder to be accompanied by a friend within the dismissal process to make clear that the 'friend' may attend in a personal and not a professional capacity; and
- clarifying that dismissals can be for reasons of conduct or performance.

The Governance and Legal Services Manager said that the only change (one of clarity) which required Charity Commission consent was to the objects (Article 7). The GTFG and Chairs Committee recommended that the articles be approved for submission to the Charity Commission before final Governing Body approval due to take place in June.

The Governance and Legal Services Manager presented the revised Governor Appointment Policy. The policy now covered all Governing Body positions, including co-opted roles, recruitment, appointment, termination and clarified processes. He said that the Staff Governor Election would be undertaken according to the Governor Appointment Policy and would commence in April. The Governor Appointment Policy had also been updated since the publication of the papers, to clarify that the Equality Diversity and Inclusion Governor Champion role encompassed EDI practice, not just legislation.

The GTFG had considered the proposed application for exempt charity status at length, and had concluded that although it would reduce administrative burden, registered charity status represented an important safeguard for the University, for example in relation to disposal of University assets. On balance, the GTFG recommended that an application exempt charity status should not be made.

**RESOLVED**

- That the updated Articles in Annex 1 as further updated as outlined during the meeting and set out in the minutes be submitted to the Charity

Commission for approval prior to adoption by the Governing Body, in accordance with external legal advice;

- That the Governor Appointment Policy at Annex 2, as further updated as outlined during the meeting and set out in the minutes be approved; and
- That an application for exempt charity status not be made.

## **SB left the meeting**

### **150. Students' Union Refreshed Articles of Association [Paper N95] [Item 15]**

The Governing Body received the Students' Union refreshed Articles of Association, paper N95. The Chief Executive Officer of the Students' Union joined the meeting to speak to the paper. He said that the Articles had been refreshed as part of a five-year cycle of updates. The Union had undertaken consultation with its members, students and other stakeholders in 2019 but had not progressed the project in the first half of 2020 due to the pandemic.

The CEO of the Students' Union said that the refresh aimed to support greater continuity, stability, diversity and succession planning. Notable amendments included the number of community and student trustees, and changes to the President role. The Union President would remain the Student Governor, and this was clearly set out in the Union's bye-laws.

The Chair of the Governing Body said that the changes made all seemed appropriate and consistent.

#### **RESOLVED**

That the Students' Union Articles of Association be approved.

### **151. Key Performance Indicator Monitoring Report 2019/20 [Paper N96] [Item 16]**

The Governing Body received the Key Performance Indicator (KPI) Monitoring Report 2019/20, paper N96. The Director of Planning and Academic Administration said that the Governor subset KPIs had been received and considered by the Audit Committee at its meeting of 24 February. Five of the 'governor subset' KPIs were ahead of target, and nine were below target.

#### **NOTED**

### **152. Office for Students Regulatory Guidance Update [Paper N97] [Item 17]**

The Governing Body received the Office for Students (OfS) Regulatory Guidance Update, paper N97. The University Solicitor said that paper informed the Governing Body of the updated reportable event requirements relating to Conditions of Registration D3, (Financial Viability) and C3, (Student Protection).

#### **NOTED**

### **153. Mid-year Review of Consumer Protection [Paper N98] [Item 18]**

The Governing Body received the Mid-year Review of Consumer Protection, paper N98. The University Solicitor said that the report was provided in response to request

made by the OfS in January 2021 that Universities assess their compliance with consumer law in light of the pandemic and blended learning arrangements. The report had been compiled based on risk assessments undertaken by Heads of Schools and was supported by a recent Green rated internal audit report on compliance with the Competition and Markets Authority (CMA) and Advertising Standards Authority (ASA) requirements.

The Mid-year Review of Consumer Protection had returned an Amber-Green rating. The report concluded that the University could provide assurance to the Governing Body of compliance with OfS Condition C1 relating to consumer protection law.

**NOTED**

**154. Termly Health and Safety Report [Paper N99] [Item 19]**

The Governing Body received the Termly Health and Safety Report [Paper N99] presented by the Vice-Chancellor. The Vice-Chancellor reported that in response to Governing Body request, an action plan had been put in place to tackle the level of compliance with Health and Safety training among staff. All SMT areas would aim to have full compliance, or as close to 100% as practical, by the end of June 2021. He said that at the time of writing the report compliance was at 52%, but had already risen to 62%. SMT members would receive monthly reports on compliance levels in their areas.

The Vice-Chancellor reported than in respect of the cladding issue at Petros Court, all necessary actions had been taken.

The Vice-Chancellor confirmed that the University's insurers had been informed of the developing situation, as had the local fire department. Governors noted that although the University was not in breach of any regulations, it was never the less taking the situation extremely seriously and a further update would be provided in due course.

The Vice-Chancellor acknowledged that some health and safety work-streams had been temporarily delayed due to the inevitable prioritising of managing the response to Covid.

**NOTED**

**155. Summary minutes of the meeting of the Academic Board meeting held on 14 December 2020 [Paper N100] [Item 20]**

The Governing Body noted the summary minutes of the meeting of the Academic Board held on 14 December 2020.

**NOTED**

**156. High Level Risk Register Summary [Paper N101] [Item 21]**

The Governing Body noted the High-Level Risk Register Summary, which was provided for information

**157. Any Other Business [Item 22]**

There was no other business.

**158. Confidential items [Item 23]**

Some parts of the discussion around the disposal of Northwood Court, the loan agreement and the commercially sensitive element of the ongoing investigation of the cladding at Petros Court should be kept confidential from the published minutes.

**The meeting closed at 6.20pm**