

CANTERBURY CHRIST CHURCH UNIVERSITY

MINUTES OF THE MEETING OF THE CHAIRS COMMITTEE: WEDNESDAY 1 JUNE 2022 AT 12:30 PM IN THE FREDERIC MASON ROOM AT ST MARTIN'S PRIORY

Strictly Confidential

Present: Ms Judith Armitt (Chair of the Governing Body)
Sir Ian Johnston (Deputy Chair of the Governing Body, Chair of the Finance and Resources Committee and Chair of the Remuneration Committee)
Mr Clive Stevens (Chair of the Audit Committee)
Professor Rama Thirunamachandran (Vice-Chancellor and Chair of the Academic Board)

In attendance: Ms Alison Sear (University Solicitor and Clerk to the Governing Body)

1. Apologies for absence

There were no apologies of absence.

2. Declarations of Interest

There were no declarations of interest.

3. Chair's Communications

The Chair welcomed everyone to the meeting.

4. Minutes of the Meeting of the Chairs Committee held on 2 March 2022

The minutes of the meeting of the Chairs Committee held on 2 March 2022 were confirmed as an accurate record and would be signed following the meeting.

5. Matters Arising not Appearing elsewhere on the Agenda

There were no matters arising.

6. Strategic Discussion Item: New Strategic Framework, REF 2021, Recruitment, MOSI and Estate Master Plan

Strategic Framework 2023-30

The Vice-Chancellor said that the Deputy Vice-Chancellor had personally engaged with over 500 staff and over 50 students across 18 workshops in Canterbury, Medway and online to discuss 'Vision 2030'. She had also engaged the external consultant Data HE to provide market information and horizon scanning to inform the new strategic framework and to provide confidence around the direction of travel. He reiterated that it was a framework rather than a plan and there were many moving parts. In response to Governor feedback that the entire Board were keen to influence the re-shaping of the strategic framework at an early stage, the Vice-Chancellor reassured Chairs that Deputy Vice-Chancellor would present a full update following her work to

the Governing Body on 28 June. The Director of Human Resources and Organisational Development would also present the outcome of the Staff Experience Survey on 28 June. The Board meeting would be extended by one hour to allow ample time for discussion.

Research Excellence Framework (REF) 2021

The Vice-Chancellor said that the REF 2021 results were published on 12 May. The results were extremely positive in terms of the quality and size of the submission and the increased overall ranking by 6 places, taking the University into the third quartile of UK higher education institutions for the first time. The increased ranking for impact by 20 places to the 57th centile was also particularly notable. The University's grant from Research England for the next seven years would be determined in accordance with the outcome of REF 2021. The quantum of funding to be received was expected to be announced in June.

Student Recruitment

Applications to study at the University remained strong for September 2021 Undergraduate entry. The numbers had been reported in the Vice-Chancellor's regular Governor e-bulletins.

Modernising Our Student Records Information (MOSI)

A detailed report had been discussed at the Finance and Resources Committee earlier that day. The project was in a good place and the training programme for staff was going well. The results of the User Acceptance Testing had been encouraging. The IT expert Governor continued to make a significant contribution to the Project Board in the capacity of critical friend. There continued to be a high degree of confidence in the project team.

Estate Master Plan

The Director of Estates and Facilities had provided a report that had been discussed at length at the Finance and Resources Committee earlier that day. The disposal of the Broadstairs campus had now completed and the disposal of Hall Place, Harbledown was still in progress. Discussions around the plan to adjust the location of the plant on the Verena Holmes roof was ongoing.

The ongoing work to repair the cladding on the student accommodation at Petros Court was complex in terms of the number of parties involved and the question of liability. Kent Fire and Rescue Service would visit the site again during the following month to undertake an inspection.

NOTED

Items for Approval

7. Membership of the Governing Body

The Clerk presented a report updating the Committee on the activities undertaken to put succession plan arrangements into place in terms of Board membership. On 31 July 2022:

- Senior Governor Sir Ian Johnston, Deputy Chair of the Governing Body, Chair of the Finance and Resources Committee and Chair of the Remuneration Committee would stand down from the Governing Body;
- Independent Governors Nadra Ahmed, Sue Appleby and Staynton Brown's four-year term of office would expire;
- Co-opted member of the Audit Committee, Steve Sutton would stand down from the Audit Committee after a long period of loyal service; and
- Co-opted member of the Audit Committee, Ranil Perera had stepped down from the Audit Committee on 31 May 2022 for personal reasons.

The report set out the retirement dates of the current members of the Governing Body. It included an update on the University's invitation for expressions of interest in joining the Board. Two of those expressing an interest had met with the Chair, Vice-Chancellor and Clerk on 10 May 2022. The Chair said that both of these individuals had CEO level experience and the requisite skillset to be effective members of the Board.

The Committee members agreed that given a number of new members had recently joined and (subject to Board approval), would shortly join the Governing Body, that it would be beneficial to leave the role of Deputy Chair open for one year. Expressions of interest would be invited in due course, for a new Deputy Chair to be appointed from 1 August 2023. Chairs agreed that should someone be required to deputise for the Chair in the year commencing 1 August 2022, Senior Independent Governor Bishop Rose Hudson-Wilkin, could perform that role, as she had kindly indicated her willingness to do so.

There was a discussion about several Governor Champion roles including the new Governor Champion for Sustainability that two of the staff Governors wished to undertake together.

NOTED

RESOLVED to recommend to the Governing Body:

- Angela Newey as Board member for an initial four-year term commencing on 1 August 2022 and expiring on 31 July 2026; and appointment to Chair of the Audit Committee for a four-year term commencing on 1 October 2022 and expiring on 31 July 2026;
- the appointment of Jeremy Stockwell as Board Member for an initial four year-term on 1 August 2022 and expiring on 31 July 2026, and appointment as member of the Audit Committee for the same four-year term;
- the reappointment of two independent Governors Nadra Ahmed and Sue Appleby for a further four-year term to commence on 1 August 2022 and expire on 31 July 2026;
- the appointment of independent Governor Nadra Ahmed as Chair of the Remuneration Committee for a four-year term to commence on 1 August 2022 and expire on 31 July 2026 (to expire concurrently with Nadra's second term of office);

- the appointment of independent Governor Clive Stevens as Chair of the Finance and Resources Committee to commence on 1 October 2022 and expire on 31 July 2025 (to expire concurrently with Clive's initial term of office);
- the appointment of Professor John Wood as member of the Remuneration Committee for a four-year term to commence on 1 August 2022 and expire on 31 March 2026 (to expire concurrently with John's initial four-year term of office);
- Staff Governors Dr Ken Fox and Mr Robin Higgins be appointed as joint Sustainability Champion for an initial period of one year commencing 1 August 2022; and
- independent Governor Steve Carey be appointed as EDI Champion for an initial period of one year commencing on 1 August 2022.

Items for Noting and Discussion

8. Annual Governor Feedback Reviews 2020/21 and 2021/22, including Skills Review Update

Members of the Chairs Committee noted the outcome of the Informal Governor discussions that had taken place in 2020/21 and noted the progress of the recommendations to date which were either completed or in hand. Members discussed the outcome of the informal discussions which had taken place in the current academic year and a summary of the recommendations which would be shared with the Governing Body on 28 June 2022.

The Committee noted that several Governors had expressed a desire to be more deeply involved in the development of strategy from an early stage (Agenda Item 6 refers). It was noted that the Governing Body had been engaged in the new Strategic Framework 2023-2030 during the Strategy Day in September 2021. It was noted that the Skills Review had shown that the Board had a good range of skills and experience as required by the Framework.

NOTED

9. Governor Visits Programme 2021/22: Feedback and 2022/23 Schedule

The Committee noted the Governor feedback provided following the two Governor Visits which had been undertaken during 2021/22. Chairs noted the positive feedback received from Governors following the visits and the invaluable role of the visits in providing Governors with opportunities to learn about the University from the wide range of staff hosting the visits. The Committee approved the draft Governor Visits schedule for the next academic year as presented.

APPROVED

10. Students' Union Election 2022: Report of the Certifying Officer

The Vice-Chancellor presented the Report of the Certifying Officer following the Students' Union Election 2022. The results of the Election were:

- Dan Bichener was re-elected as Union President
- Frankie McGregor elected as President (Campaigns and Societies)
- Ines Abella Romero elected as President (Communities, Diversity and Inclusion)
- Max Elvin elected as President (Engagement and Sports).

11. SMT and Governor Strategy Day on 5 October 2022

Chairs discussed the Strategy Day 2022 that would include an iteration of the new Strategic Framework 2023-2030. Members of the Committee discussed the following as potential additional agenda items for consideration:

- a recent and a current graduate talking about their experience of study, aspirations and where relevant, what they have gone on to do following graduation;
- external context: political, economic, social, national policy framework;
- the University's academic activity/ performance
 - strengths and weaknesses
 - individual outcomes
 - student experience;
- horizon scanning; and
- NSS/ League tables.

The Vice-Chancellor said he would discuss the plan for the Strategy Day further and develop the agenda with his Senior Management Team and separately with the Chair.

NOTED

12. Any Other Business

Finance and Resources Committee

There was a discussion about how to manage the Finance and Resources Committee agenda to ensure that Human Resources and Organisational Development (HROD) matters were adequately considered. The Vice-Chancellor and Clerk were asked to consider further the suggestion of each F&R Committee meeting having extra time allowed on the agenda to give a particular focus to the reports prepared by HROD, Estates and Facilities, and IT (in rotation).

13. Date of next meeting

The next meeting of the Chairs Committee was scheduled to take place on 9 November 2022 at 12.30pm.

The Chair declared the meeting closed at 2.35pm.