



CANTERBURY CHRIST CHURCH UNIVERSITY

MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 4.00PM ON TUESDAY 26 NOVEMBER 2019 IN ROOM AH3.31, CANTERBURY

Present: Mr F Martin (Chair), Sir I Johnston (Deputy Chair), Ms Sue Appleby, Dr A Eyden, Mr P Fletcher, Ms J Harding, Ms P Jones, Mr P Kloppenborg, Ms M Peachey, Mr Q Roper, Revd. R Stevenson, and Professor R Thirunamachandran (Vice-Chancellor)

In Attendance: Ms Stephanie Foll (Head of Health and Safety [Minute 90])
Mr Simon Gwynne (Director of Estates and Facilities)
Professor H James (Deputy Vice-Chancellor [Designate])
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 (Pro Vice-Chancellor [Research & Enterprise])
Ms E Currie (Governance & Legal Services Assistant)

70. Opening Prayer

An opening prayer was said by Ms Pam Jones.

71. Apologies for Absence [Item 1]

Apologies for absence had been received from Ms N Ahmed, Ms J Armitt, Mr S Brown, Ms C Nolan and Mr J Faber.

72. Declarations of Interest [Item 2]

No declarations of interest were made by members of the Governing Body. The Chair noted that the Governor Annual Register of Interests had been published on the University's website.

73. Chair's Communications [Item 3]

The Chair thanked the members of the Audit Committee and the Finance and Resources Committee for their diligence in considering papers for submission to the Governing Body.

The Chair said that the visit of the Faculty of Education prior to the meeting had been well attended by Governors and he felt inspired by the faculty's sense of purpose, and by the clear analysis of the issues faced. The Chair thanked the Dean of Education and her team for hosting the visit.

The Chair welcomed Mr Simon Gwynne, Director of Estates and Facilities to the meeting, who would speak to the report on the proposed sale of the Broadstairs Campus.

NOTED

74. Minutes of the Away Day and the Meeting of the Governing Body held on 24 September 2019 [Item 4]

The minutes of the Governing Body Away Day and the minutes of the meeting of the Governing Body, both held on 24 September 2019, were agreed and signed as a true record.

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

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

76. Report of the Vice-Chancellor [Paper M46] [Item 6]

The Vice-Chancellor was invited to present his report to the Governing Body.

Key points:

- The Chief Financial Officer would speak to the financial items on the agenda; however, the Vice-Chancellor acknowledged the financial challenge facing the University.
- It was positive that close to 1000 applicants had attended the most recent Open Day.
- To date there had been a sector wide decline in UCAS applications. Student applications to the University were 23% lower compared to the same time last year. For comparison, applications across the sector were 5% lower and the University's competitor institutions were reporting on average 12% fewer applications. However, trend data indicated that applicants were applying much later in the cycle than in previous years and this gap might be mitigated. The Vice-Chancellor said that the University's efforts to recruit from schools and Further Education colleges throughout the South East had been increased.
- The 'soft' consultation stage of the Faculty of Arts and Humanities had concluded, and the formal consultation paper would be published to staff during the week following the meeting. The Vice-Chancellor said that although the process would cause further strain for staff, there were important structural issues to address.
- The University had continued to lobby the two main political parties on issues affecting the Higher Education sector via the Vice-Chancellor's membership of UUK. The uncertainty around the external environment would be partially alleviated following the General Election scheduled for 12 December.

In response to a question from a Governor regarding actions following the Staff Survey, the Vice-Chancellor said that a working group chaired jointly by the Director of Human Resources and Organisational Development and a University College Union representative was investigating themes affecting staff across the University.

In response to a question about the University's efforts towards closing the BAME attainment gap the Vice-Chancellor announced the appointment of the BAME Strategic Lead who would take position in December. The new Strategic Lead would join the BAME attainment gap steering group chaired by the Deputy Vice-Chancellor [Designate], and an update would be provided at the next Governing Body meeting in March. The Chair requested that an update be provided to the Governing Body at least annually thereafter.

NOTED

77. Termly Report of the Students' Union, Constitutional and Impact Report 2018/19 and Students Union Financial Statements 2018/19 [Paper M47] [Item 7]

The Governing Body considered Paper M47 by the Students' Union President, the Termly Report of the Students' Union, Constitutional and Impact Report 2018/19 and the Students' Union Financial Statements 2018/19.

The Students' Union President said that the Sabbatical Officers' goals were progressing well. Work was ongoing with staff from Estates and Facilities concerning the potential move of the Students' Union office onto main campus, and the proposed onsite creche was being costed.

A diverse range of students had been engaged during Union Week and the event had increased the Students' Union presence on campus. £200 had been raised over the course of the week for Unseen UK, a charity whose mission was to tackle modern slavery.

The Students' Union President highlighted the work of the Union Advice Centre, which supported students who engaged with University procedures. He noted an increase in engagement with the Advice Centre from 2016/17 onwards, and noted that 38% of all cases raised in 2018/19 were from BAME students. The Students' Union President advised that these numbers included compensation for students affected by the closure of the Broadstairs campus.

The Union's Financial Statements had been audited, and it was noted that the Union had received a clean audit with only minor recommendations.

In response to a question from a Governor the Students' Union President agreed to consider weighting Faculties by size, when producing comparison graphs in future.

RESOLVED

That the Students' Union Financial Statements be approved

RESTRICTED ITEM

78. Estate Master Plan Update: Disposal of Broadstairs site [Paper M48] [Item 8]

The Governing Body considered the Estate Master Plan Update: Disposal of Broadstairs Site [Paper M48]. The Director of Estates and Facilities spoke to the paper.

The Director of Estates and Facilities said that the Broadstairs Campus had been on the market since August 2018 and that the previous offer in respect of the teaching buildings from Thanet District Council had not progressed to a sale despite reaching the contract for sale stage. Based on a 2016 valuation the entire site had a Net Book Value of £8.45M if sold as an educational facility. Since Thanet District Council had withdrawn their offer there had been very little interest received. A revaluation in May and June 2019 estimated the current market value of the site was £4.7M.

An offer of £5.6M had been received from Interland Group Ltd, a company specialising in hostels and hotels. The Director of Estates and Facilities said that considering the current valuation, the condition of the buildings and the ongoing maintenance costs of approximately £18.5k per month, he recommended accepting the offer. Charity Law obligations required the Governing Body to approve the disposal.

The Vice-Chancellor said that the offer had been thoroughly discussed at the Finance and Resources Committee meeting of 7 November, and had been endorsed by the Committee. The Chair said that it was convenient to sell the entire site as a package given the previous offer had been in respect of the teaching buildings only. A Governor commented that this was a strong offer in the current market.

RESOLVED

To approve the proposal for the sale of the entire Broadstairs site for the sum of £5.6M and to approve the resolution attached to the paper and the required minute in order to delegate authority to the Authorised Individuals in connection with the negotiation and finalisation of the proposed sale.

****END OF RESTRICTION****

79. Modern Slavery and Human Trafficking Statement [Paper M49] [Item 9]

The Governing Body considered a paper, [Paper M49], by the Chief Financial Officer, about the Modern Slavery and Human Trafficking Statement.

The Chief Financial Officer said that the University was required by the Modern Slavery Act 2015 to publish an annual statement disclosing what action had been taken to ensure there was no modern slavery in its business or supply chains. He said the University had decided, given its position as a values-based institution and upon recommendation from the Sustainability Strategic Management Group, to proactively condemn 'morally bad practices'.

In response to several comments and questions from the Governing Body members, the Chief Financial Officer confirmed that there had been no reports of non-compliance by suppliers, due to the University's rigorous tender process, and that staff were aware of the Modern Slavery helpline in the event a referral was necessary.

RESOLVED

To approve the Modern Slavery and Human Trafficking Statement.

The Chair noted that each of the following items, 10-17 required Governing Body approval prior to submission to the Office for Students ("OfS").

80. Annual Compliance Statement on Research and Enterprise Integrity 2018/19 [Paper M50] [Item 10]

The Governing Body considered the Annual Compliance Statement on Research and Enterprise Integrity [Paper M50]. The Pro Vice-Chancellor [Research & Enterprise] said that the Annual Compliance Statement provided assurance to the Governing Body of the University's compliance with the Concordat to Support Research Integrity allowing it to receive the Research England block grant and to inform assurance returns to the OfS.

The Pro Vice-Chancellor [Research and Enterprise] noted that the University used a research and enterprise integrity framework which had been amended to include explicit reference to enterprise following a review. The framework included policies for ethical compliance, working with external agencies and bidding processes. He said that considerable work had been undertaken in terms of the bidding policy and guidance following an internal audit during the previous year which had returned only partial assurance. The Academic Strategy Committee had developed an action plan and monitored progress against internal audit recommendations, and was now satisfied that full assurance had been restored in the University's bidding processes.

As a result of the refreshed processes, the Pro Vice-Chancellor [Research and Enterprise] reported that research and knowledge exchange grant, contract and consultancy income had increased by 5% and the success rate of bids was now over 50%. Bidding effectiveness (income per successful bid) had reached over £100k, and bidding efficiency (income per bid submitted) had increased by 97% to over £40K. The Governor sub-set KPI for the wider area of research and enterprise income, the target for which was £13.5M for 2018/19, is likely to be close to £15M.

The University's submission to the Research Excellence Framework (REF) 2021 was in preparation. Approximately 200 FTE staff would be included in the REF cohort. The University's code of practice was approved by Research England in early November. The University aimed to achieve at least some world-leading or four-star rating in each subject area.

RESOLVED

That the Annual Compliance Statement on Research and Enterprise Integrity be approved as the basis for the submission of assurance of compliance for the OfS via the University's annual assurance return.

81. OfS Accountability Returns for the year ended 31 July 2019 [Paper M51] [Item 11]

The Governing Body received the OfS Accountability Returns signed by the Vice-Chancellor. The Vice-Chancellor said that agenda item 19 referred to the University's compliance with the terms and conditions of its registration with the OfS and subject to Governing Body consideration and approval, the returns would be submitted to the OfS.

RESOLVED

That the OfS Accountability Returns be approved for submission to the OfS.

82. Prevent Annual Monitoring Statement 2018/19 [Paper M52] [Item 12]

The Governing Body considered the Prevent Annual Monitoring Statement 2018/19, [Paper M52], sponsored by the Clerk to the Governing Body.

The Clerk to the Governing Body noted that she chaired the Prevent Monitoring Group, which met at least termly, and was attended by key staff from across the University, and a representative from the Students' Union.

In accordance with OfS requirements regarding the Prevent Monitoring Framework, the University submitted on an annual basis an assurance statement signed by the Chair of the Governing Body relating to its exercise of the Prevent Duty, and to provide statistics relating to welfare, events and external speakers, and training.

During the year the Prevent Monitoring Group had considered the OfS Monitoring Framework and revised the University's Prevent Risk Assessment and Action Plan accordingly, in conjunction with the Regional Prevent Co-ordinator. The group had considered web filtering options, and emphasised the necessity of Prevent Duty Training for key members of staff. The Clerk said that the group had also contributed to the review of the Code of Practice on Freedom of Speech and External Speakers, which the Governing Body had approved in September.

Following an HMI visit of the Apprenticeships department, which highlighted some areas for improvement in relation to the Prevent Duty, the Prevent Monitoring Group had considered and contributed to an action plan to strengthen performance in this department.

There had been no serious Prevent incidents in the year, no outstanding actions from the previous Prevent submission to the OfS and no referrals had been made to Channel. The Clerk confirmed that the University remained at low risk in the context of its Prevent duties, with the highest risk areas being right wing extremism and animal rights extremism.

RESOLVED

That information contained in the Paper be included within the annual assurance statement which would be signed by the Chair of the Governing Body prior to submission to the OfS.

83. Report on the University's Financial Position for the year ended 31 July 2019 and Consolidated Financial Statements [Paper M53] [Item 13]

The Governing Body received the Report on the University's Financial Position for the year ended 31 July 2019 and Consolidated Financial Statements [Paper M53], presented by the Chief Financial Officer.

The Chief Financial Officer thanked the Finance and Resources and the Audit Committee members for their thorough consideration of the University's Financial Statements for the year ended 31 July 2019, which showed a £4,236K deficit.

The Chief Financial Officer said that the fall in year-on-year income, which could be largely attributed to the fall in student numbers, had required in year savings to be found to enable the University to achieve a surplus in the management accounts. In terms of expenditure, there had been a 2.2% decrease in staff costs including severance costs, contractual pay awards, and incremental progression through the pay scale. There had been a year-on-year reduction off 77 staff (FTE). Staff reductions had been targeted to have minimal impact on staff and student experience.

The Chief Financial Officer said that all bank covenants had been met in 2018/19. Additionally, it was positive that agreement had been received from the banks to reset the Net Debt to EBITDA (as a percentage of income) covenant to 6.25 for 2019/20. The University would engage with the banks early in 2020 with a view to resetting this covenant for future years.

The University had been obliged to make non-cash adjustments, primarily for pensions provisions, which had not been considered as part of the management accounts. These non-cash adjustments also included the 'loss on disposal of tangible assets' which referred to the demolition of Davidson, Land and Temple buildings. Rubble from this demolition work had been repurposed for use in the groundwork preparation of the new STEM Building (Building 2). For these reasons, the £922K surplus in the management accounts translated to a £4,236K deficit in the financial statements. The Governors noted the efforts of the Senior Management Team in finding sufficient savings to achieve a management accounts surplus when the mid-year 2018/19 budget had forecast a £878K deficit.

The release of Capital Investment income of £32m in-year related mainly to the completion of the Daphne Oram Creative Arts building and the ongoing works to establish STEM and Medical School facilities in Building 2.

The Chief Financial Officer said that the External Auditor had been particularly rigorous this year, a trend that had been remarked upon across the Higher Education sector. The Chair of the Audit Committee agreed that the audit process had been challenging and that the Audit Committee supported the continuing work of the Vice-Chancellor and Chief Financial Officer in this respect. The Chair commended these two officers for their diligence in difficult circumstances.

RESOLVED

That the University's audited Financial Statements for the year ended 31 July 2019 and letter of representation be approved for signing by the Chair of the Governing Body and the Vice-Chancellor and that these be submitted to the OfS.

84. Management letter from the University's External Auditor for the Consolidated Financial Statements for the University [Paper M54] [Item 14]

The Governing Body considered Paper M54, sponsored by the Chief Financial Officer relating to the Management letter from the University's External Auditor (Deloitte) for the Consolidated Financial Statements for the University. Upon receipt of the signed representation letter, a clean audit opinion of the Financial Statements would be given and the ISA 260 would both be signed.

The External Auditor had given particular consideration to the areas of Going Concern and Management Override of Controls. The External Auditor recommended further consideration of the provisions for Bad Debt and OfS Clawback. The Chair of the Audit Committee confirmed that after thorough consideration the Committee had supported the University's provisions, while noting the recommendation to undertake granular analysis during 2019/20 of the historical treatment of bad debt.

RESOLVED

That the ISA260 report be approved for OfS submission.

85. Revised Budget 2019/20 and OfS Financial Forecast [Paper M55] [Item 15]

The Governing Body received Paper M55, and a supplementary paper, M55(2), by separate cover, sponsored by the Chief Financial Officer.

The Chief Financial Officer explained that Paper M55 set out the revised budget and the OfS forecasts in a management accounts format, which would enable effective comparison with previous budgets. He said that the supplementary M55 paper showed the same forecasts in the templates required for submission to the OfS with some additional required commentary.

The Chief Financial Officer said that the budget had been reset after consideration by SMT and the endorsement of the Finance and Resources Committee. It was necessary to increase savings in-year to mitigate the impact of the additional £2.5M negative impact arising from the shortfall in reaching student number targets.

The Finance and Resources Committee had sought to improve operating performance with a further £500K of targeted saving against the £795K deficit budget approved in June 2019 for the 2019/20 period. The revised deficit budget of £295k included an increased provision for staff severance from £750K to £1.25M. The Chief Financial Officer said a robust and strategic approach to the budget in 2019/20 would mitigate against having to take even more difficult decisions in future years.

He highlighted instances of unavoidable cost inflations, including the increase in contribution to the Teachers' Pension Scheme, which added £2M+ in costs. These costs needed to be absorbed despite the University being unable to increase tuition fees in line with inflation. Zero inflation on tuition fees had been assumed through to 2021/22 as national guidance had not been forthcoming.

The Chief Financial officer highlighted the release of capital grants totalling £17,785k in 2020/21 shown in the Income and Expenditure Forecast to 2023/24, which gave

the appearance of a surplus of £13.3m. The Chief Financial Officer stressed that 2020/21 had an actual underlying deficit of £3,858K, and by 2021/22 there would be approximately £7.5M of accumulated annual deficits. Positively, these numbers were calculated after the University had fully provided for costs to meet growth, including all costs concerned with the new areas of STEM and medical provision, which would likely run at a loss in the first few years.

The Net Debt to EBITDA covenant for 2019/20 had been reset to 6.25, and the Chief Financial Officer expected actual net debt to EBITDA to be at 5.4 if the University achieved the 2019/20 budget.

RESOLVED

That the revised budget and OfS Financial Forecasts be approved for submission to the OfS, subject to the correction of an error on page 313, where loan drawdown would be £28M not £38M by the end of 2020/21.

86. Annual Report of the Audit Committee 2018/19 [Item 16]

Annual Internal Audit Report – year ended 31 July 2019 [Paper M56] [Item 16a]

The Chair of the Audit Committee summarised Paper M56, Annual Internal Audit Report – year ended 31 July 2019.

The Head of Internal Audit Opinion was “Significant assurance with minor improvements”, which was positive when compared to the sector. The Chair of the Audit Committee said that the areas selected for internal audits were challenging areas, but they had been chosen for this reason, and the recommendations for improvement were welcomed.

RESOLVED

That the Annual Internal Audit Report – year ended 31 July 2019, be approved.

Annual Report of the Audit Committee 2018/19 [Paper M57] [Item 16b]

The Chair of the Audit Committee presented paper M57 – Annual Report of the Audit Committee 2018/19.

The Chair of the Audit Committee said that, with the exception of the management and assurance of student returns data to HESA, the Committee was satisfied with the adequacy and effectiveness of the University’s systems of internal control including in risk management, control and governance; Value for Money; and management and quality assurance of data.

The Vice-Chancellor said that the quality of student data was an ongoing concern which would not be resolved until the new student records system was in place. The Chair of Audit Committee said that the Committee acknowledged the considerable work underway in this area.

RESOLVED

That the Annual Report of the Audit Committee 2018/19 be approved.

87. Annual Quality Assessment [Paper M58] [Item 17]

The Governing Body considered the Annual Quality Assessment, Paper M58, by the Deputy Vice-Chancellor [Designate].

The Deputy Vice-Chancellor [Designate] said that the purpose of the paper was to provide assurance of the University's quality processes. The paper covered areas relating to the OfS registration conditions B1-B6, notably, Quality and Standards; Student Experience; and Student Outcomes.

In 2018/19 the Governing Body had received papers considering Degree Classification and the Mental Health Framework as well as Internal Audit reports on Student Voice and Student Retention. The Governing Body also received summary minutes from the Academic Board which regularly considered quality assurance.

The Deputy Vice-Chancellor [Designate] highlighted the action plan, which spanned several years, and was fed into by action plans from across the directorate.

A Governor asked if the University tracked continuation rates of students who had received unconditional offers. The Deputy Vice-Chancellor [designate] said SMT had regularly considered this and it was monitored by a dedicated working group.

In response to a question from a Governor, the Deputy Vice-Chancellor [Designate] confirmed that the University regularly engaged with other institutions in order to benchmark progress, through external examiners and curriculum advisors who advised on the development of new programme. Decisions related to the academic journey project, for example, had been supported by examples from across the sector. The Vice-Chancellor in his capacity as Chair of the Academic Board confirmed that the Academic Board had reviewed the submission to the Governing Body.

RESOLVED

That the Annual Quality Assessment be approved.

88. Student Number Enrolment and Target Update 2019/20 [Paper M59] [Item 18]

The Governing Body considered the Student Number Enrolment Report and Target Update 2019/20 which was sponsored by the Director of Planning and Academic Administration and the Chief Financial Officer. The Vice-Chancellor presented the Report.

The Vice-Chancellor said that there were three student cohorts that materially affected the budget: new and returning Undergraduates; Postgraduate Taught; and Postgraduate Research. The financial impact of their enrolment had been considered within paper M55 presented by the Chief Financial Officer.

A challenging target of 4112 students had been set for new Undergraduate recruitment, with a target of 3788 new students to meet the budget. The Vice-Chancellor explained that a coding error meant that the number of new students

previously reported (3765) was inaccurate, and the actual number of new students recruited was 3567. 200 Foundation Year students had been coded as 'new' rather than 'returning' when they progressed into year one of their course. Positively, this meant that the returning student numbers were no longer significantly below target, and this error did not materially affect tuition fee income. Training would be provided to Planning and Academic Administration staff as part of the ongoing work to improve the quality of the University's student data.

Recruitment to the Faculty of Arts and Humanities was at 74.5% of target, and the Vice-Chancellor identified this as a challenging recruitment area due to competition for applicants from other local institutions.

Recruitment had been strong to both full time Postgraduate Taught and full time Postgraduate Research programmes. Postgraduate Taught had exceeded its target of 956 students by 66, and Postgraduate Research had exceeded its target of 297 students by 36. Recruitment to Postgraduate Research Programmes would continue throughout the year, so that number could be expected to rise further.

NOTED

89. Update on OfS Regulation Compliance [Paper M60] [Item 19]

The Governing Body considered a paper, [Paper M60], by the Clerk to the Governing Body, an Update on OfS Regulation Compliance.

The Clerk to the Governing Body said that this paper was an update to the paper considered at the September meeting (M12). In terms of assurance against the conditions of registration, updates had been made to conditions A1 concerning the OfS approval of the 5-year access and participation plan, B1-6 and F3.

The Clerk highlighted the OfS Framework for Reportable Events [Regulatory Advice 16], attached at Annex 3. She said that the OfS monitored institutions through the annual returns process but they also expected the University to proactively report events, not reported already, having a material impact on the business model or the University's ability or willingness to comply with the conditions of registration. The Clerk said that the OfS could respond in various ways if it was not assured of the University's compliance with such conditions. This could be an official communication, enhanced monitoring, additional conditions of registration or removal from the register.

The Vice-Chancellor praised the hard work of the senior management team for its continued attention to the OfS regulatory framework.

The Clerk said that Annex 2 presented communications from the OfS regarding a missed payment deadline (Condition G3). The OfS had confirmed in its letter that although they would not take any enforcement action on this occasion it would record the incident in case it pointed to a pattern of non-compliance.

Internal investigation had revealed that a payment to the designated quality body, the QAA, had been paid on the day of the deadline. The invoice had been processed according to the University's usual 30-day payment terms, and the payment had left

the University's account on the day that the invoice was due to be paid though funds had not reached the QAA on the same day. The University understood that it was one of 250 providers to miss this deadline.

To mitigate the risk of recurrence, the finance team had put in place special payment terms in the purchase ledger for all invoices from regulatory bodies and designated bodies.

The Governing Body discussed the response to the missed deadline and endorsed the actions taken by University. The members noted that a minute from the meeting would be shared with the OfS to evidence such discussion.

NOTED

90. Annual Report and Health and Safety Report [Paper M61] [Item 20]

The Governing Body received the Annual Health and Safety Report [Paper M61] by the Health and Safety Manager, who spoke to the paper.

The Health and Safety Manager said there had been good progress over the year, notably regarding the use of the StaffSpace system to accurately monitor training numbers, the use of the incident reporting system to more accurately monitor remedial actions against incidents, and accurate monitoring of due diligence by partner collaborators.

The report highlighted three key risks: training and engagement with the Health and Safety induction; legal compliance, which showed 11 significant gaps which were being addressed; and a lack of local Health and Safety expertise within faculties and departments, which was particularly important given the development of higher risk programmes such as Engineering and Medicine.

The Health and Safety Governor Champion said she had attended several meetings of the Health and Safety Group and praised the rigorous approach of the group, and the University's comprehensive suite of Health and Safety policies. She said that the impact of the Mental Health Framework had been considerable and an impact report would follow in due course. She said that reporting of numbers had improved year-on-year.

Following a request from a Governor, the Health and Safety Manager agreed to consider indicating department size when graphing information by department or Faculty, to give an accurate representation of the number of incidents compared to staff size.

The Governors requested assurance from the Health and Safety Manager and the Director of Estates and Facilities that the University did not have any buildings with cladding that could pose a fire safety hazard. The Vice-Chancellor confirmed that a review undertaken immediately after the Grenfell fire had concluded that one building in Broadstairs used this cladding. That building was no longer in use.

All Universities had been asked by the Secretary of State for Education to provide assurance that all of their student accommodation and teaching buildings were

compliant with fire safety regulations. In response, the University had initiated a review of its Estate.

The Student Governor asked if the University had considered scenario planning in the event that a large number of students needed to be rehomed. The Director of Estates and Facilities said that although this was an extremely unlikely event, this had been considered and the University would utilize sports facilities and emergency housing networks within the local council.

A concern was raised by a Governor that although training statistics were improving, the progress did not go far enough, and they did not yet feel that the Governing Body had discharged its responsibility sufficiently.

RESOLVED

That the Annual Health and Safety Report be noted, and the Health and Safety Policy Statement be approved.

91. Summary minutes of the meeting of the Academic Board meeting held on 1 October 2019 [Paper M62] [Item 21]

The Governing Body noted the summary minutes of the meeting of the Academic Board held on 1 October 2019.

92. Summary minutes of the meeting of the Chairs Committee held on 7 November 2019 [Paper M63] [Item 22]

The Governing Body noted the summary minutes of the meeting of the Chairs Committee held on 7 November 2019. The Chair said that the Committee had decided to await the publication of CUC guidance before undertaking the Governance Effectiveness review. The Committee would discuss and recommend the name of the STEM building (Building 2) in March 2020. After discussion, the Governing Body resolved to invite the new Dean of International to the March 2020 Governing Body Meeting.

NOTED

93. Summary minutes of the meeting of the Finance and Resources Committee held on 7 November 2019 [Paper M64] [Item 23]

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

The Finance and Resources Committee had considered the year-end Financial Reports and updated Financial Forecasts, and received routine updates regarding the Estates Master Plan, IT provision, MOSI and Human Resources.

NOTED

94. Summary minutes of the meetings of the Audit Committee held on 17 September 2019 and 13 November 2019 [Paper M65] [Item 24]

The Governing Body noted the summary minutes of the meetings of the Audit Committee held on 17 September 2019 and 13 November 2019.

The Audit Committee had reviewed the Internal Audit Plan for 2019/20 and continued to receive and consider the High Level Risk Register updates.

NOTED

95. Any other business [Item 25]

The Vice-Chancellor said that if any Governor was interested in contributing towards the fundraising opportunities for KMMS they could approach him personally for an information pack. Equally if a Governor knew others who may be able to make a contribution he would welcome that.

The Chair and the Vice-Chancellor both thanked the Deputy Vice-Chancellor, who would retire at the end of 2019, for his service to the University, and his huge contribution on both a professional and personal level. This was echoed by the entire Governing Body.

96. Confidential items [Item 26]

The item on the disposal of the Broadstairs campus, and the Remunerations Committee Summary Minutes item would remain confidential.

RESERVED BUSINESS

97. Summary of the meeting of the Remuneration Committee held on 13 November 2019 [Paper M66] [Item 27]

The Governing Body noted a summary of the meeting of the Remuneration Committee held on 13 November 2019.

The independent advisor to the committee had met with Student and Staff Governors prior to the Committee meeting and reported to the committee on this meeting. The Student Governor asked about the selection process for the independent advisor to the Remuneration Committee. The Chair confirmed that the process would be considered when the 3-year term of service of the independent member ended.

Seven SMT members' performance had been classified as 'excellent' and had qualified for a 1.8% pay increase, and the performance of two had been considered 'exceptional' and had qualified for a 3% pay increase. The Vice-Chancellor had been appraised by the Chair and the Committee had confirmed his performance as 'excellent'. The Vice-Chancellor had requested that a sum equivalent to his pay rise be donated to the KMMS fundraising campaign, to which the committee had agreed.

NOTED

