



CANTERBURY CHRIST CHURCH UNIVERSITY

MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 4.00PM ON TUESDAY 29 JUNE 2021 BY MICROSOFT TEAMS VIDEOCONFERENCE

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

In Attendance: Mr D Bichener (Students' Union President-elect)
Professor H James (Deputy Vice-Chancellor)
Revd Dr J Law (Dean of Chapel) [Minute 207]
Mr D Leah (Director of Finance & Chief Financial Officer)
Dr P Rands (Director of Sustainability) [Minute 200]
Ms A Sear (University Solicitor & Clerk to the Governing Body)
Professor D Towse (Pro Vice-Chancellor [Medical Education Development] and Dean of the Faculty of Health, Medicine and Social Care)
Professor M Weed (Pro Vice-Chancellor [Research & Enterprise])
Ms E Currie (Governance & Legal Services Assistant)

194. Opening Prayer

An opening prayer was said by Sir Ian Johnston.

195. Apologies for Absence [Item 1]

Apologies for absence had been received from Bishop Rose Hudson-Wilkin.

196. Declarations of Interest [Item 2]

No declarations of interest were made by members of the Governing Body. The Chair noted that certain members of the Governing Body would have interest in Item 11.

197. Chair's Communications [Item 3]

The Chair congratulated Professor Helen James, Deputy Vice-Chancellor, on receiving an OBE for Services to Higher Education in the recent Queen's Birthday Honours.

The scheduled tour of Verena Holmes had been postponed due to ongoing social distancing restrictions. The Chair encouraged the Governing Body to tour the building in the summer.

The Chair noted that the Students' Union President-elect would join the entire meeting as an observer, and that the Director of Sustainability and the Dean of Chapel would join the meeting for their items.

The Chair said that Professor Debra Towse, Pro Vice-Chancellor (Medical Education Development) and Dean of the Faculty of Medicine, Health and Social Care was joining the meeting as the SMT representative. The Chair said that Debra would retire at the end of the academic year and thanked her for her dedication and great service to the University.

NOTED

198. Minutes of the Meeting of the Governing Body held on 23 March 2021 [Item 4]

The minutes of the meeting of the Governing Body, held on 23 March 2021 were agreed and would be signed as a true record.

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

The Chair noted that the Access and Participation Monitoring Return had been virtually approved by the Governing Body on 15 April, and submitted to the OfS on 16 April 2021.

200. Strategic Item: Developing a Climate Emergency Strategy [Paper N122] [Item 6]

The Pro Vice-Chancellor (Research and Enterprise) thanked the Governing Body for the opportunity to present the report. He said that the report did not propose a strategy but was a direction of travel. He asked that the Governing Body endorse the proposed approach. He clarified that, once developed, the strategy would be a Climate Emergency Strategy not a Carbon Zero Strategy, and that the goal was to make a more far-reaching impact than simply reducing the University's carbon footprint.

The Pro Vice-Chancellor (Research and Enterprise) said that the University had a responsibility as a values-led institution to respond to the climate emergency. It would be important that the approach taken was both ethical and socially and intergenerationally just. He said that the University had a moral obligation to respond to the emergency as a provider of education. In the previous five years the University had contributed 14,000 graduates into the Kent economy and 10,000 more across the UK and internationally. This was a huge network of influence that could be utilised.

The Pro Vice-Chancellor (Research and Enterprise) said that although the University maintained its plans to become a carbon neutral institution, the bigger opportunity was to influence the behaviour of others. The impact of this would be felt on a much larger scale.

In terms of sustainability in procurement, the Pro Vice-Chancellor explained that there were various approaches to influencing the University's supply chain including persuasion, incentivisation, and dis-incentivisation. He acknowledged that there were limitations into how far the University could reach within its supply chain. As an example, he said that the University could change its gas supplier to a green company (which had been done). However, a change having greater impact would be for the University to lobby on a national scale for the prioritisation of green energy sources.

In terms of the University's carbon emissions, and in relation to the type of emission detailed in the presentation, scope 1 and 2 were directly related to the University's activity. The University was indirectly responsible for scope 3 emissions but these took place outside of the University's operations. Within the University's carbon emissions profile, scope 1 & 2 emissions only accounted for 11% of the University's carbon footprint.

The Director of Sustainability said that the University had been a zero waste to landfill institution for eight years. The University produced a very small amount of waste, and this was diminishing each year. The University could, however, continue to influence staff and students to reduce personal waste creation. On a similar note, the University could influence staff and students to make green choices when commuting. In terms of Business Travel, the Covid-19 pandemic had obliged the University to reduce its business travel to only that which was absolutely business essential. The Hybrid working pilot would reduce the footprint of employees further. The University would work with Kent County Council to promote sustainable travel options where possible.

The Director of Sustainability reported that work was underway to analyse the University's procurement of goods and services to identify areas where the greatest influence could be made.

A Governor endorsed the approach, while noting, however, that sustainable policies often had unintended consequences. The Pro Vice-Chancellor (Research and Enterprise) agreed and said that the University was in a privileged position as a knowledge broker to be able to research the successes, failures, and unintended consequences of other sustainability initiatives.

The Chair-elect supported the direction of travel. She suggested that the topic be considered for inclusion at the September Strategy Day, and that the University consider the timeline of its commitment to becoming carbon neutral. She asked if the proposed Task and Finish Group would be sufficient to take the project through the various stages. The Pro Vice-Chancellor (Research and Enterprise) responded that the purpose of using such a group was to ensure the project remained time focussed.

A Governor commented on the work of Plastic-Free Canterbury, an organisation she would introduce to the Director of Sustainability. The Director of Sustainability said that the University was represented on the Canterbury District Climate Partnership Board, alongside the University of Kent and the University of the Creative Arts.

A Governor asked if the University had considered the impact of its student accommodation portfolio, and the carbon footprint of these buildings. The Pro Vice-Chancellor confirmed that the University had relinquished the leases of the older,

less energy efficient buildings. Further, that the University retained control of the utility contracts at student accommodation.

A Governor commented that if a strategy of influencing were adopted it would be vital to set meaningful and measurable targets to ensure that the strategy was held to account.

A Governor asked how far this approach was incorporated into the curriculum the University provided to students, for example within health courses.

The Vice-Chancellor said that although the University had been very focused on its Covid response recently, the climate emergency was, in fact, the overriding challenge of our time. The University's response to this would be to give due focus to it in the 2023-2030 Strategic Framework.

NOTED

201. Report of the Vice-Chancellor [Paper N123] [Item 7]

The Vice-Chancellor was invited to present his report, paper N123, to the Governing Body. The Vice-Chancellor provided an update to the Governing Body on the national context. He said that a government HE Funding Consultation was expected to be published shortly. The consultation had raised the possibility of various control measures including a student numbers cap.

The Vice-Chancellor said that in terms of student recruitment the University was in a similar position to the same time the previous year. Clearing activity had commenced and would receive significant focus. The Vice-Chancellor would lead the Admissions and Recruitment and Task Force.

The Vice-Chancellor reported that the University continued to engage with Historic England regarding the Verena Holmes building and further information had been provided. A full assessment of fire-safety at Petros Court was being undertaken in consultation with Kent Fire and Rescue Service.

The Vice-Chancellor provided clarification on the University's league table position. He had previously reported that the University had risen nine places in the Complete University Guide to 116th place. However, the rankings had been re-calibrated, and the University was in fact at 118th position. He said that the three main league tables, the Complete University Guide, the Sunday Times and the Guardian, used slightly different metrics to calculate their league tables. In all cases they did not capture the diversity of the sector well; it was not useful to compare a widening participation University, such as CCCU, with a Russell Group University.

The Vice-Chancellor reported that, nevertheless, the University was placed consistently well in employability rankings. The University did not place well in entry requirements, which was heavily influenced by the University's use of Foundation Years for entry to students with the potential but not necessarily the requisite academic qualifications for direct entry to year 1 of a degree programme. The Vice-Chancellor said that Foundation Years were vital to support the University's core mission of widening access and participation. There were also complex issues

surrounding the University's move from trimesters to semesters which had negatively skewed completion rate data temporarily.

The Vice-Chancellor said that the Governing Body and SMT had considered this problem in the past and had resolved to focus on the University's mission before league table placing. A further focussed discussion on the approach might be required in due course, due to the reputational and marketing impact.

The Vice-Chancellor reported that the University's sponsored school, Dover Christ Church Academy had undergone an Ofsted inspection of its leadership and the results were expected to be positive.

The Vice-Chancellor reported that the Finance and Resources Committee had considered the mitigations to the risks associated with the MOSI project in depth on 4 June. A considerable amount of work had taken place since that point and the internal audit reviews had begun. The Vice-Chancellor said that a member of the Governing Body, Ms Judith Harding, had provided invaluable support to MOSI leadership. Ms Harding said that she was impressed by the proactive management of issues. She had encouraged MOSI staff to use colleagues to run tests imitating student users, to consider varied student needs and abilities, to manage student expectations and to not become complacent with systems that had functioned well in 2020, for example admissions.

The Deputy Vice-Chancellor said that the Go-Live date of 11 August for student registration remained a red rated risk. A significant amount of work was underway to mitigate risks and back up plans had been developed. The Chair said that Finance and Resources Committee had endorsed the Go Live date, and wished the MOSI team well.

NOTED

202. Report of the Students' Union President [Paper N124] [Item 8]

The Governing Body considered Paper N124, Report of the Students' Union President, presented by the Student Governor and President of the Students' Union. The Student Governor thanked the University for the ongoing work on the MOSI project and confirmed that the Students' Union was supportive and optimistic about the Go Live.

The Student Governor said that from 1 July the newly elected Students' Union Sabbatical Officer team would be in place, and a new Student Governor would join the Governing Body on 1 August. She reported that the induction process for the Student Governor-elect had been underway for some time.

The Student Governor said that it had been an exceptionally difficult year for the Students' Union, but despite this the Union had ended the year with no financial deficit. For academic year 2021/22 the Union would have a full complement of staff to support its projects, with a big focus on its sustainability.

The Student Governor reported that there had been a data protection related student complaint of which the ICO were aware, about which had been escalated to review by a person appointed by the Governing Body. She reassured the Governing Body

that the Union was taking this seriously and expected to bring the matter to a conclusion shortly.

The Chair thanked the Student Governor for all her efforts in a challenging year and several members of the Governing Body voiced their thanks.

NOTED

203. Students' Union Sabbatical Leadership Elections 2021: Report of the Certifying Officer [Paper N125] [Item 9]

The Governing Body received the Report of the Certifying Officer, paper N125. The Deputy Vice-Chancellor confirmed that the Students' Union Sabbatical Leadership Election took place within the rules and the spirit of the Students' Union Constitution. The Deputy Vice-Chancellor reported that there had been lower engagement than in previous years, and that the Sabbatical roles had been revised, with some responsibilities realigned.

NOTED

204. Budget 2021/22 and Financial Forecasts [Paper N126] [Item 10]

The Governing Body considered paper N126, Budget 2021/22 and Financial Forecasts. The Chief Financial Officer (CFO) reported that performance was strong due to better recruitment and retention than anticipated and two new collaborative partnerships. He said that the impact of these partnerships going forward would be significant.

The CFO reported that the surplus for 2021/22 was tracking better than previously forecast at £2.4million. Nevertheless, it would be important to maintain efficiencies put in place that year. He said that some external risks remained, but despite this the budget and forecasts were prudent, and it was even possible the University might exceed these expectations.

The CFO outlined how any extra funds would be allocated. He said that the University's priority was to support the strategic plan through:

- enhancements to the student experience;
- development of collaborative partnerships (for example infrastructure);
- concluding the fit out of the Verena Holmes building;
- resourcing for MOSI;
- Research Space;
- digital transformation, including cyber security considerations and hybrid working support;
- student and staff support; and
- essential maintenance of the estate and the decant of staff from Rochester House.

The CFO said that a significant contingency would also be held to allow the University to respond flexibly to external threats and emerging issues. The CFO said that there were two material risks: a regression in terms of the pandemic, and the loss of the University's collaborative partnerships. There was also a risk that the expected

disposals of the Broadstairs Campus and Hall Place would not complete. Overall, the CFO did not consider that there was a significant risk of breaching the bank covenants in 2021/22.

The Chair commented that investments in infrastructure to support collaborative partnerships would be worthwhile even if individual partnerships broke down. He said that it was very positive to see a forecast income of £157.5 million and £2.4 million surplus which included the built-in contingencies.

A Governor commented that it would be useful to review the University's student accommodation portfolio, to promote sustainable options and dispose of unfavourable leases, when the University's financial position allowed.

RESOLVED:

To approve the budget and forecast projections.

205. Membership of the Governing Body [Paper N127] [Item 11]

The Governing Body considered paper N127, Membership of the Governing Body. The University Solicitor and Clerk to the Governing Body (the Clerk) said that the paper followed up on succession planning arrangements approved at the March 2021 Governing Body meeting.

The Clerk asked the Governing Body to approve a new independent Governor, Professor Graeme Dewhurst, from the earliest to occur of 1 August 2022, or on the retirement of Ms Meradin Peachey, for a four-year term. The Clerk said that Professor Dewhurst had extensive health and medical expertise, and currently worked for Health Education England having responsibility for the training of new doctors.

As the Certifying Officer, the Clerk reported that the Staff Governor Elections had taken place. Dr Kenneth Fox had been duly elected as Academic Staff Governor, Mr Robin Higgins as Professional Services Staff Governor, and Dr Alison Eyden re-elected (unopposed) as Academic Board Staff Governor. The Staff Governors would commence on 1 August 2021, for a four-year term.

The Clerk reported that the Student President-elect, Mr Dan Bichener, would start his term as Staff Governor on 1 August 2021. He would be a member of the Finance and Resources Committee, and, subject to approval of the University's refreshed Articles of Association, the Remuneration Committee.

The Clerk reported that Mr Steve Carey (Rochester and Canterbury Diocesan Boards of Education Nominee) had agreed to join the Audit Committee; Mr Staynton Brown had agreed to become the Governor EDI Champion, replacing Ms Connie Nolan; and Mr Robin Higgins would be a member of the Health and Safety Group, replacing Mr Julian Faber.

The Clerk said that Ms Judith Armitt would step down as Chair of the University's wholly owned subsidiary Medco (CCCU) Ltd (trading as Unitemps) on 31 July 2021. Ms Sue Appleby had been appointed as Chair of Medco (CCCU) Ltd from 1 August 2021.

PF left the meeting.

The Clerk reported that on 27 April she had invited nominations to the role of Senior Independent Governor (SIG). Three excellent candidates had been nominated or self-nominated. The Vice-Chancellor had consulted individually with all members of the Governing Body, and the Chairs Committee had resolved to recommend Mr Philip Fletcher to serve as SIG. The Vice-Chancellor said that although there had been three very strong candidates, Mr Fletcher had received unanimous support. The Chair-elect commented that she looked forward to working in partnership with Philip. She considered he had all the necessary experience to shape the newly established role.

RESOLVED:

That the appointment of the incoming Staff Governors be noted and that the following appointments be approved

- Professor Graeme Dewhurst be appointed as a new independent Governor to commence on the earliest to occur of 1 August 2022 and the departure of Ms Peachey from the board, for a four-year term;
- Mr Philip Fletcher be appointed as Senior Independent Governor;
- Ms Sue Appleby be appointed as Chair of Medco (CCCU) Ltd Board;
- Mr Staynton Brown be appointed the Equality, Diversity, and Inclusion Governor Champion;
- Mr Steve Carey be appointed as a member of the Audit Committee;
- Mr Dan Bichener, new Student Governor, be appointed as a member of the Finance and Resources Committee from 1 August 2021 and as a member of the Remuneration Committee (the latter subject to the Board's approval of the proposed new Articles of Association in due course); and
- Mr Robin Higgins be appointed as a member of the Health and Safety Group.

PF re-joined the meeting

The Chair congratulated Mr Philip Fletcher on his appointment as SIG.

206. Research Excellence Framework 2021 Submission [Paper N128] [Item 12]

The Governing Body received paper N128, Research Excellence Framework (REF) 2021 Submission. The Pro Vice-Chancellor (Research and Enterprise) said that certain research staff had worked intensely on the REF submission for some time. The financial impact of the REF submission was significant, with the potential for the University to receive up to £40million over seven years from 2022/23, dependent on the result of the submission, and the distribution formula for the Research England block grant. The University had received £20 million in funding from the 2014 REF. He said that it was important to keep in mind that the distribution formula was a political decision, and subject to intense lobbying from Russell Group Universities. The outcome of this was largely outside of the University's control. The REF submission outcome would be known in April 2022 and the distribution formula would be decided subsequently.

In terms of the impact of the University's research, the Pro Vice-Chancellor reported that over a five-year period 6 million people had benefited from just four research programmes: 1.3 million children benefitted from the new Church of England

curricula; 1.6 million people were newly physically active; 1.5 million people benefitted from new clinical guidelines and training; and 1.7 million babies received better developmental care. The University's research would continue to have an impact for generations to come.

A Governor commented that the submission was impressive, and demonstrated research in practise, not just research for research's sake. The Governor asked if KMMS and Covid funding had made an impact on the University's research output. The Pro Vice-Chancellor said that it was too early to determine the impact of KMMS, but that the University, in partnership with the University of Kent, was actively bidding for research opportunities for KMMS. An externally funded Research Director for rural and coastal medicine would drive KMMS' research strategy.

The Chair-elect commented that it was especially pleasing to see the 50% increase in staff participating in the REF submission.

NOTED

207. Chaplaincy Annual Report [Paper N129] [Item 13]

The Governing Body considered the Chaplaincy Annual Report, paper N129. The Dean of Chapel joined the meeting to present the paper. The Dean of Chapel said that 2020/21 had been a strange year for everybody, and that the report introduced the purpose of the Chaplaincy in a time of lament and hope.

The Dean of Chapel said that compiling the annual report had been an opportunity to reflect on the year and all that had been achieved. He said that the constraints placed on the chaplaincy had been the engine of innovation. He felt that the Chaplaincy was now very well placed to respond to any challenges posed in the future.

The Dean of Chapel reported that a successful Foundation Conference had taken place in January, with the Bishop of Dover providing a keynote address.

The Chaplaincy's focus over the year had been pastoral support, which was enabled by a small and mobile team, who could connect easily into other support structures within the University. The Chair said that it was reassuring to know that the Chaplaincy was providing this level of pastoral support.

The Vice-Chancellor said that it was important to note the significant role played by the Dean of Chapel within the Colleges and Universities of the Anglican Communion (CUAC) worldwide, which enhanced the University's reputation globally.

NOTED

208. Governor Informal Feedback report [Paper N130] [Item 14]

The Governing Body received the Governor Informal Feedback report, paper N130. The Clerk thanked the Governing Body for engaging with the process. She highlighted that the progress chart for recommendations from the 2019/20 feedback showed that all but two actions had been completed. The Clerk said that, in response

to Governor feedback, going forward the skills review process would take place separately to the feedback meetings.

The Clerk said that feedback received during the reviews would be taken forward in 2021/22 and focussed on the following areas:

- Paper length and quality;
- Training opportunities;
- Strategic considerations; and
- Access to the student voice.

The Clerk reported that the Chairs Committee had approved the Governor Visits Schedule for 2021/22. The Governing Body would visit Learning and Teaching Enhancement in November, Library and Learning Resources in March, and the School of Nursing, Midwifery and Social Care in June.

NOTED

209. Termly Health and Safety Report [Paper N131] [Item 15]

The Governing Body received the Termly Health and Safety report, paper N131. The Vice-Chancellor reported that the target that had been set for compliance with mandatory Health and Safety training was 95% by 30 June. At the time of writing 89% of staff had completed the training, which was excellent progress compared to the 52% reported to the March Governing Body meeting.

The Vice-Chancellor said that the focus of health and safety staff continued to be the University's Covid response. He reported that the University had an excellent record of Covid security, with only 452 recorded cases amongst staff and students, only 1 hospitalisation, and no outbreaks linked to on campus transmission.

The Vice-Chancellor reported that four of six work strands in the Fire Safety Compliance Review requested by the Secretary of State were now complete.

NOTED

210. Articles of Association incorporating the Instrument and Articles of Government - update [Paper N132] [Item 16]

The Clerk reported that the refreshed Articles of Association had been scheduled to be approved by the Governing Body at this meeting. This had been delayed whilst the University awaited Charity Commission approval. A special resolution would be circulated over the summer to request Governing Body approval.

NOTED

211. High Level Risk Register Summary [Paper N133] [Item 17]

The Governing Body received the High Level Risk Register Summary, paper N133. The Clerk said that the High Level Risk Register had been considered by SMT and the Audit Committee in May. This was the final version of 2020/21. One risk had been downgraded to a green risk: Failure to manage risks associated with the Master Planning of the University's estate.

NOTED

212. Summary minutes of the meeting of the Remuneration Committee held on 15 April 2021 [Paper N134] [Item 18]

The Governing Body noted the summary minutes of the meeting of the Remuneration Committee, paper N134. The Chair of the Remuneration Committee said the proposed inclusion of the Student Governor on the Committee from 2021/22 was a significant change, and this had been in discussion for some time. The Student Governor asked what the motivation was behind the change. The Chair said that it was to promote transparency in the decision making process. It was also recommended by the Committee of University Chairs. The Student Governor said that the Students' Union supported the inclusion of student voice at this level.

NOTED

213. Any Other Business [Item 19]

The Chair said that it was the last Governing Body meeting for Becky Thomson, Julian Faber, Connie Nolan, Julian Hills (co-opt) and himself.

Connie Nolan reported that in addition to stepping down from the Governing Body, she would be retiring after 23 years at the University. She said that she was especially proud of the progress the University had made in EDI during her term of office, noting that the University had been a chief sponsor of Canterbury Pride. She thanked the University's Senior Management Team for their support in this regard.

A Governor asked if meetings in 2021/22 were likely to be in person. The Vice-Chancellor responded that this was difficult to confirm, but it was hoped the September Strategy Day (previously called the 'Away Day') would take place in person. He requested that the Governing Body plan as if meetings will take place in person.

The Vice-Chancellor extended his thanks to Professor Debra Towse, Becky Thomson, Julian Faber and Connie Nolan for all their work on behalf of the University.

The Vice-Chancellor reflected on the time that Mr Frank Martin had served on the Governing Body, since 2010, chairing the Finance and Resources Committee and more recently taking the role of Chair in 2017. He said it had been a notably challenging period, with issues such as demographic decline, Brexit and Covid-19 to contend with. Despite this, colleagues had appreciated Frank's wisdom and calm approach. The Vice-Chancellor said the relationship between Vice-Chancellor and Chair was a unique one, and he was grateful for the professional and personal support Frank had offered him over the years.

The Vice-Chancellor said all retiring Governors would receive a commemorative vase as a gift from the University, which would unfortunately need to be sent via post, and not handed over in person.

The Chair said that it had been an honour and a privilege to serve on the Board. He said that when he joined the board in 2010 he did not envisage serving for over 10

years, but had found the experience stimulating and enjoyable. He thanked the Vice Chancellor, Staff and Governors for their support and friendship over the years and wished the University and the Chair-elect all the best for the future.

214. Confidential items [Item 20]

The discussion surrounding Dover Christ Church Academy and the national context within the Vice-Chancellor's Report would remain confidential from the published minutes.

The next meeting would be 21 September 2021.

The meeting closed at 6.35pm